

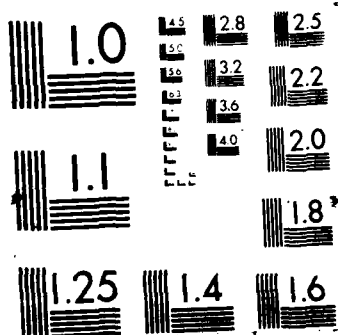
COMPTROLLER CAREER FIELD AFSC 77XX/69XX(U) AIR FORCE
OCCUPATIONAL MEASUREMENT CENTER RANDOLPH AFB TX
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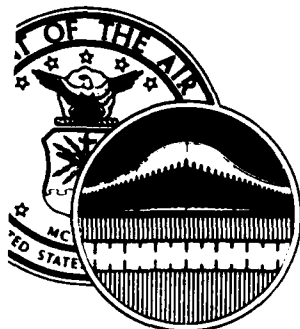
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UNITED STATES AIR FORCE

OCCUPATIONAL SURVEY REPORT

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OCT 20 1987
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COMPTROLLER CAREER FIELD

AFSC 67XX/69XX

AFPT 90-67X-749
90-69X-565

SEPTEMBER 1987

OCCUPATIONAL ANALYSIS PROGRAM
USAF OCCUPATIONAL MEASUREMENT CENTER
AIR TRAINING COMMAND
RANDOLPH AFB, TEXAS 78150-5000

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DISTRIBUTION FOR
AFSCs 05XX, 67XX, 69XX, AND 27XX
OSRs AND SUPPORTING DOCUMENTS

	<u>OSR</u>	<u>ANL EXT</u>	<u>TNG EXT</u>	<u>JOB INV</u>
AFAA/DPA	2	2	2	
AFAFC/CWX	4		2	
AFHRL/MODS	2	1m	1m	1
AFHRL/ID	1	1m	1m/1h	1
AFMPC/DPMRPQ1	2			
ARMY OCCUPATIONAL SURVEY BRANCH	1			
CCAF/AYX	1			
DEFENSE TECHNICAL INFORMATION CENTER	2			
HQ AAC/DPAT	3		3	
HQ AFAA/AU	1		1	
HQ AFCC/DPATO	3		3	
HQ AFCC/TTGT	3		3	
HQ AFISC/DAP	2			
HQ AFLC/MPCA	3		3	
HQ AFSC/MPAT	3		3	
HQ AFSC/TTGT	1		1	
HQ AFSPACECOM/MPTT	2		2	
HQ AFSPACECOM/TTGT	1		1	
HQ ATC/DPAE	1		1	
HQ ATC/TTOC	2		1	
HQ ESC/TTGT	1		1	
HQ ESC/DPTE	2		2	
HQ MAC/DPAT	3		3	
HQ MAC/TTGT	1		1	
HQ PACAF/TTGT	1		1	
HQ PACAF/DPAT	3		3	
HQ SAC/DPAT	3		3	
HQ SAC/TTGT	1		1	
HQ TAC/DPATJ	3		3	
HQ TAC/TTGT	1		1	
HQ USAF/DPPT	1			
HQ USAFE/DPAT	3		3	
HQ USAFE/TTGT	1		1	
HQ USMC (CODE TPI)	1			
NODAC	1			
SAF/AC	1		1	
3700 TCHTW/TTGX (SHEPPARD AFB TX)	7	7	7	7
3700 TCHTW/TTS (SHEPPARD AFB TX)	1		1	
DET 4, USAFOMC (SHEPPARD AFB TX)	1	1	1	1
USAFOMC/OMYXL	10	2m	5	10
3507 ACS/DPKI	1			

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PREFACE

This report presents the results of an Air Force occupational survey of the Comptroller career field (AFSC 67XX), completed by the Occupational Analysis Division. Authority for conducting occupational surveys is contained in AFR 35-2.

The occupational survey program within the Air Force has been in existence since 1956 when initial research was undertaken by the Air Force Human Resources Laboratory (AFHRL) to develop the methodology for conducting occupational surveys. In 1967, an operational survey program was established within Air Training Command to conduct occupational surveys of enlisted specialties. In late 1976, the program was expanded to include the survey of officer utilization fields, to permit special management applications projects and to support interservice or joint service occupational analysis.

The survey instrument for this study was developed by First Lieutenant Mary C. Thomasson and Dr John W. Lang. Computer programming support was furnished by Ms Oglá Velez, and Mr Richard G. Ramos provided administrative support. Captain Keith G. Hopkins, First Lieutenant David L. Hardy, and Mr Michael Fodale analyzed the data and wrote the final report. The report has been reviewed and approved by Mr Gerald R. Clow, Chief, Management Applications Branch, USAF Occupational Measurement Center.

Copies of this report and computer outputs from this report are available to Air Staff sections, major commands, and other interested training and management personnel upon request to the USAF Occupational Measurement Center, Attention: Chief, Occupational Analysis Division (OMY), Randolph AFB, Texas 78150-5000.

RONALD C. BAKER, Colonel, USAF
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USAF Occupational Measurement
Center

JOSEPH S. TARTELL
Chief, Occupational Analysis Division
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Center

SUMMARY OF RESULTS

1. Survey Administration: Consolidated Base Personnel Offices administered the inventory booklets to Command and Directorate Comptrollers (AFSC 005X), Comptroller personnel (AFSC 67XX), Cost and Management Analysis personnel (AFSC 69XX), and Acquisition Program Management personnel (AFSC 27XX) assigned to Comptroller (FAC 15XX) functions, while Base Civilian Personnel Offices conducted the administration for civilian Comptroller personnel. The final acceptable returns consisted of 1,155 military personnel, who represent 51 percent of the total survey sample, and 1,121 civilians who account for the remaining 49 percent. Responses from a total of 2,276 military and civilian Comptroller personnel formed the data base for this report.
2. Job Utilization Structure: The analysis identified 7 clusters, 28 jobs within these clusters, and 3 independent job types. Four major functional areas are identified: Budget personnel, which represented 22 percent of the survey; Audit personnel - almost 19 percent; Accounting and Finance - 19 percent; and Cost personnel - 15 percent. Each of these four functional areas are distinct from one another. Budget personnel formed one large cluster with eight jobs within it. Audit personnel were also in one large cluster with four jobs. Accounting and Finance formed one large cluster consisting of four jobs. Cost personnel formed two clusters consisting of seven jobs. Of the remaining two clusters, Headquarters Personnel consists of two jobs and the Computer and Systems Accountants consists of three jobs. The three independent job groups consisted of Trainers/Instructors, Systems Accountants, and Deputy Accounting and Finance - Pay and Collecting personnel.
3. Job Satisfaction Indicators: Overall, satisfaction indicators for the Comptroller career field ranged from moderate to high, being in the moderate range for second lieutenants and first lieutenants, while steadily rising to the high levels with progression in rank. The lowest job satisfaction indicators were among AFSC 691X and AFSC 692X personnel. These indicators were within AFSC, SAC, USAFE, and AFCC, and among small numbers of personnel. Survey data do not indicate any serious overall job dissatisfaction for the Comptroller career field.
4. Analysis of Military Personnel: Personnel at the AFSC qualified level are following expected patterns, spending more time performing management, supervisory, and administration tasks, as do staff officer level personnel, than entry-level personnel. In AFSCs where there is no staff officer level, but only entry-level and qualified-level personnel, the qualified-level personnel spend more time performing management, supervisory, and administrative tasks, and entry-level personnel spend more time performing specialty specific tasks.
5. DAFSC 674X/69XX Comparisons: Duties among AFSC 674X and AFSC 69XX Cost and Management Analysis personnel appear similar in that they spend the largest amount of their time performing management, supervision, and administrative tasks and their second largest amount of time spent performing cost and

management analysis tasks indicating the commonality of duties performed. Since this survey was conducted, AFSC 69XX has merged into 674X (10 October 1986).

6. Analysis of Civilians: Analyses for civilian job series indicate civilians are performing tasks appropriate for their series and equivalent military AFSC. As they progress in paygrade, they follow a typical pattern of spending more time performing technical tasks at the lower paygrades and spend more time performing management, supervisory, and administrative tasks at the higher paygrades.

7. Comparison of Survey Data to AFR 36-1 Specialty Descriptions: Analysis of AFR 36-1 specialty descriptions for specialties within the Comptroller career field are generally well supported by survey data. Specialty descriptions for AFSC 674X, Cost Analysis, require review for inclusion of computer-related tasks, and the specialty descriptions for Accounting and Finance Officers (AFSC 671X/672X) require review for inclusion of tasks involving response to accounting and finance customer complaints and inquiries.

8. Training Analysis: The Plan of Instruction (POI) for each functional area is generally supported by survey data. Audit had the strongest support, followed by Budget, then Cost, then Accounting and Finance. However, training managers need to review those objectives within each POI that are unsupported or not referenced to tasks actually performed to consider if those objectives should remain in the POI.

OCCUPATIONAL SURVEY REPORT
COMPTROLLER CAREER AREA
(AFSC 67XX (69XX))

INTRODUCTION

This is a report of an occupational survey of the Comptroller career area (67XX) completed by the Occupational Analysis Division, USAF Occupational Measurement Center in September of 1987. This is the first occupational analysis of the Comptroller career area.

OBJECTIVES

The occupational survey was requested by the Comptroller of the Air Force (SAF/AC) and the Deputy Auditor General (HQ AFSA/AU). The primary purpose for conducting the survey was to determine the tasks and functions being performed by the existing Comptroller officer force. Also, the survey will provide data as a basis for a Comptroller Training Development Plan (TDP). In addition, another major use of the data will be to update entry-level training for the Budget, Accounting and Finance, Cost Analysis, and Audit Officer courses.

In addition to training issues, other areas were analyzed in this occupational survey report (OSR). These include: (1) identification of jobs in the utilization field; (2) a comparison of survey data with utilization field documents, such as AFR 36-1; (3) a comparison between 67XX and 69XX Comptroller career area specialties; and, (4) an analysis of the jobs and tasks performed by civilian personnel who were surveyed.

SURVEY METHODOLOGY

Inventory Development

The data collection for this occupational survey was accomplished by using USAF Job Inventory AFPT 90-67X-749/90-69X-565, dated December 1985. The draft job inventory was prepared after reviewing current career publications and interviewing 218 career field personnel at 26 different bases. An inventory validation workshop was held with Air Staff and MAJCOM representatives. A draft inventory was mailed to these representatives prior to the workshop, and a revised version was mailed for a post-workshop review. Recommendations were incorporated and the camera-ready copy was provided for final Air Staff review. The final job inventory included 824 tasks grouped under 9 duty

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headings. A background section was included in the inventory which contained questions regarding rank, paygrade, duty title, total time in career field, time in present job, job satisfaction, courses completed, and other questions the survey respondents were asked to complete.

Survey Administration

Consolidated Base Personnel Offices (CBPO) in operational units worldwide administered the inventory to personnel holding DAFSCs 005X (Comptroller-Director), 67XX (Comptroller), and 69XX (Cost and Management Analysis). Military Comptroller personnel were selected from a computer-generated mailing list obtained from personnel data tapes maintained by the Air Force Human Resources Laboratory (AFHRL). Civilian comptroller personnel were identified by the AF Civilian Personnel Management Center and the surveys were distributed through the base Civilian Personnel Offices.

Each individual completed the survey in three steps:

- 1) completion of the background information section;
- 2) identification of each task performed in their current job;
- 3) a rating of each task performed on a 9-point scale, showing the relative amount of time spent on that task in comparison to the other tasks performed.

The ratings ranged from 1 (very small amount of time spent), through 5 (about average amount of time spent), to 9 (very large amount of time spent).

Survey Sample


Since there were less than 3,000 military personnel assigned to this career area, the recommended sample size was 100 percent. Of the 1,873 assigned, 1,498 were eligible to receive inventory booklets. Table 1 shows the percentage distribution, by MAJCOM, of the assigned military personnel in the career field (as of March 1986), and the percent distribution of respondents used in the final sample. The 1,155 included in the final sample represent 62 percent of the military personnel assigned to the Comptroller career area and 51 percent of the total survey sample.

There were less than 3,000 civilians assigned to Comptroller-related series; therefore, the recommended sample size was also 100 percent.

Due to the voluntary participation of civilian personnel, the return rate was lower than the military. Of the 2,522 assigned civilians, 1,121 were included in the final sample, which accounts for 49 percent of the total survey sample. Table 2 shows the percentage, by MAJCOM, of the assigned civilian personnel (as of March 1986), and the percentages in the final sample. Tables 3 and 4 show distribution of personnel for military by AFSC and for civilians by occupational series.

TABLE 1
PERCENT MILITARY MEMBERS ASSIGNED AND SAMPLED

<u>COMMAND</u>	<u>TOTAL ASSIGNED</u>	<u>TOTAL IN SAMPLE</u>	<u>PERCENT OF ASSIGNED*</u>	<u>PERCENT OF SAMPLE*</u>
AFSC	389	191	21	17
AFAA	226	167	12	14
TAC	156	112	8	10
USAFE	173	108	9	9
SAC	170	102	9	9
MAC	106	78	6	7
ATC	103	59	5	5
HQ USAF	101	59	5	5
PACAF	72	44	4	4
AFCC	50	41	3	4
AFLC	56	40	3	3
AFAFC	50	38	3	3
AU	47	17	2	1
AAC	26	15	1	1
OTHER**	148	84	7	7
	<u>1,873</u>	<u>1,155</u>		


 = 51 Percent of survey population
 62 Percent of total assigned
 77 percent of survey eligible

Total Survey Eligible: 1,498

* Columns may not equal 100 percent due to rounding
 ** Commands with 10 or fewer members

TABLE 2
PERCENT CIVILIAN MEMBERS SAMPLED

<u>COMMAND</u>	<u>TOTAL ASSIGNED</u>	<u>TOTAL IN SAMPLE</u>	<u>PERCENT OF ASSIGNED*</u>	<u>PERCENT OF SAMPLE*</u>
AFAA	585	276	23	25
AFAFC	482	170	19	15
AFLC	348	153	14	14
AFSC	318	133	13	12
ATC	98	61	4	5
SAC	95	60	4	5
MAC	119	57	5	5
HQ USAF	88	49	3	4
TAC	76	38	3	3
AFCC	65	32	3	3
USAFE	24	12	1	1
AU	11	8	**	1
PACAF	12	6	**	1
AAC	8	4	**	**
OTHER	193	62	8	6
	<u>2,522</u>	<u>1,121</u>		

↳ = 49 percent of survey population
 = 44 percent of total assigned
 = 45 percent of survey eligible

Total Eligible: 2,473

* Columns may not equal 100 percent due to rounding
 ** Less than 1 percent

TABLE 3
MILITARY DUTY AIR FORCE SPECIALTY CODE (DAFSC) DISTRIBUTION

DAFSC	TOTAL MILITARY IN SAMPLE	PERCENT OF MILITARY IN SAMPLE	PERCENT OF TOTAL SAMPLE
005X COMPTROLLER	131	11	6
671X ACCOUNTING AND FINANCE STAFF OFFICER	79	7	4
672X ACCOUNTING AND FINANCE OFFICER	137	12	6
673X BUDGET OFFICER	258	22	11
674X COST ANALYSIS OFFICER	132	11	6
675X COMPTROLLER STAFF OFFICER	91	8	4
678X AUDITOR	92	8	4
679X AUDITOR STAFF OFFICER	73	6	3
691X COST AND MANAGEMENT ANALYSIS STAFF OFFICER	36	3	2
692X COST AND MANAGEMENT ANALYSIS OFFICER	109	9	5
27XX ACQUISITION	14	1	*
OTHER	3	*	*
	<u>1155</u>	<u>**</u>	<u>51</u>

* Less than 1 percent

** Columns may not equal 100 percent due to rounding

TABLE 4
CIVILIAN OCCUPATIONAL SERIES DISTRIBUTION

SERIES		TOTAL CIVILIANS IN SAMPLE	PERCENT OF CIVILIANS IN SAMPLE	PERCENT OF TOTAL SAMPLE
0343	MANAGEMENT ANALYSIS	49	4	2
0345	PROGRAM ANALYSIS	48	4	2
0501	FINANCIAL MANAGEMENT AND PROGRAMS	117	10	5
0505	FINANCIAL MANAGEMENT	9	1	*
0510	ACCOUNTING	316	28	14
0511	AUDITING	271	24	12
0525	ACCOUNTING TECHNICIAN	12	1	1
0560	BUDGET ANALYSIS	229	20	10
1530	STATISTICIAN	4	*	*
OTHER	(23 OTHER SERIES)	66	6	3
		<u>1121</u>	<u>**</u>	<u>49</u>

* Less than 1 percent

** Columns may not equal 100 percent due to rounding

DAFSCs 27XX (Acquisition) and 28XX (Development Engineering) were included in the survey, but only those within Comptroller Functional Account Codes 15XX. Of DAFSCs 27XX/28XX, only 14 27XX survey incumbents and one 28XX incumbent responded. Although the number of 27XX respondents was small and no grouping was formed due to their diversity, they nevertheless are included in Table 14, which identifies percent time spent by comptroller members performing within duties, and Table 15, which shows typical tasks performed by over 50 percent of 27XX members.

Data Processing and Analysis

Once job inventories are returned from the CBPOs and from the individual respondents, the background information and task responses were checked for proper completion. The data was then entered into the computer. A series of related computer programs, called the Comprehensive Occupational Data Analysis Programs (CODAP), was then applied to the data to aid in analysis. The resulting CODAP computer products identify groups of survey respondents based on percent members performing and the relative percent time spent on those tasks.

Training Emphasis Administration

In addition to completing the job inventory, selected senior career area personnel completed a second booklet for training emphasis (TE). Training emphasis is a rating scale for tasks which measures perceptions as to which tasks should be emphasized in structured training for entry-level personnel. Structured training is defined as training provided by resident technical schools, field training detachments (FTD), mobile training teams (MTT), formal OJT, or any other organized training method. Experienced personnel in each AFS surveyed were asked to rate job inventory tasks on a 0-9-point scale, with "0" meaning no training required and "9" indicating an extremely high training emphasis. Training emphasis data were independently collected from experienced officer and civilian officer equivalent personnel. The TE booklets are processed separately from the job inventories. A total of 225 TE booklets were distributed to the raters at 139 installations worldwide. There were 181 booklets returned, for a return rate of 80 percent. Good interrater reliability occurred due to the very high agreement among raters (see Table 5). TE ratings are considered high when they are one standard deviation or more above the mean. These ratings, when used in conjunction with percent members performing, and applied to training course documents such as Plans Of Instruction (POI), provide useful information for determining training priorities.

SPECIALTY JOBS

A key aspect of an occupational survey is to examine the job structure of the career ladder on the basis of what people are doing in the field, rather than how official career ladder documents say they are employed. Analysis of

TABLE 5
TRAINING EMPHASIS (TE) RATINGS

<u>RATERS</u>	<u>INTERRATER RELIABILITY*</u>	<u>TE MEAN</u>	<u>TE STANDARD DEVIATION (SD)</u>	<u>HIGH TE</u>
BUDGET 673X	.98	1.15	1.71	2.86 AND ABOVE
ACCOUNTING AND FINANCE 671X/672X	.96	1.34	1.49	2.83 AND ABOVE
COST ANALYSIS 674X/69XX	.98	1.10	1.68	2.78 AND ABOVE
AUDITORS 678X/679X	.97	.72	1.30	2.02 AND ABOVE

* Perfect Interrater reliability (rater agreement) = 1.00

the actual job structure is made possible through use of CODAP software programs which identify job functions on the basis of similarity in tasks performed and relative time spent performing the tasks.

The specialty structure analysis process consists of determining the functional job structure of career ladder personnel in terms of jobs, clusters, and independent job types. A job is a group of individuals who perform many of the same tasks and also spend similar amounts of time performing them. Where there is a substantial degree of similarity between jobs, they are grouped together into clusters. Finally, there often are cases of specialized jobs too dissimilar to be grouped into any cluster. These unique jobs are called independent job types.

Specialty Structure Overview

The job structure of the Comptroller career area (both officers and civilian equivalents) was determined by performing a specialty structure analysis of the 2,276 respondents. Based on the similarity of tasks and the relative amount of time spent performing the tasks, the jobs performed by Comptroller career area personnel separated into 7 clusters containing 28 jobs. Also, three independent job types were identified consisting of: (1) Systems Accountants, (2) Deputy Accounting and Finance/Pay and Collecting Officers, and (3) Instructor/Trainers. However, most jobs formed into one of the seven clusters, with one duty area usually taking up a majority of a job incumbent's time for that particular functional cluster.

Although job time was usually spread over several duties, the mix of duties and amount of time spent varied considerably among the personnel surveyed. Such diversity was directly related to the number and diversity of the specialties; specifically--Budget, Accounting and Finance, Cost, and Auditors. The groups identified are illustrated in Figure 1. The group (GRP) number is a reference to computer-printed information included for use by classification and training managers. The letter "N" stands for the number of personnel in the group. Also, the N for a cluster will not always equal the sum of the groups within the cluster, since only the major job variations are examined in detail. The following is a list of the identified clusters, jobs, and independent job types:

I. BUDGET CLUSTER (GRP123, N=501)

- A. Budget Chiefs (GRP1000, N=207)
- B. Pentagon Budget Analysts (GRP777, N=36)
- C. Program Budget Officers (GRP903, N=18)
- D. Budget Managers (GRP455, N=59)
- E. Budget and Deputy Budget Officers (GRP380, N=19)
- F. Program Budget Managers (GRP390, N=17)
- G. Budget Analysts (GRP287, N=52)
- H. Budget Branch and Division Chiefs (GRP349, N=22)

COMPOSITION OF SURVEY SAMPLE BY MAJOR JOB CLUSTERS

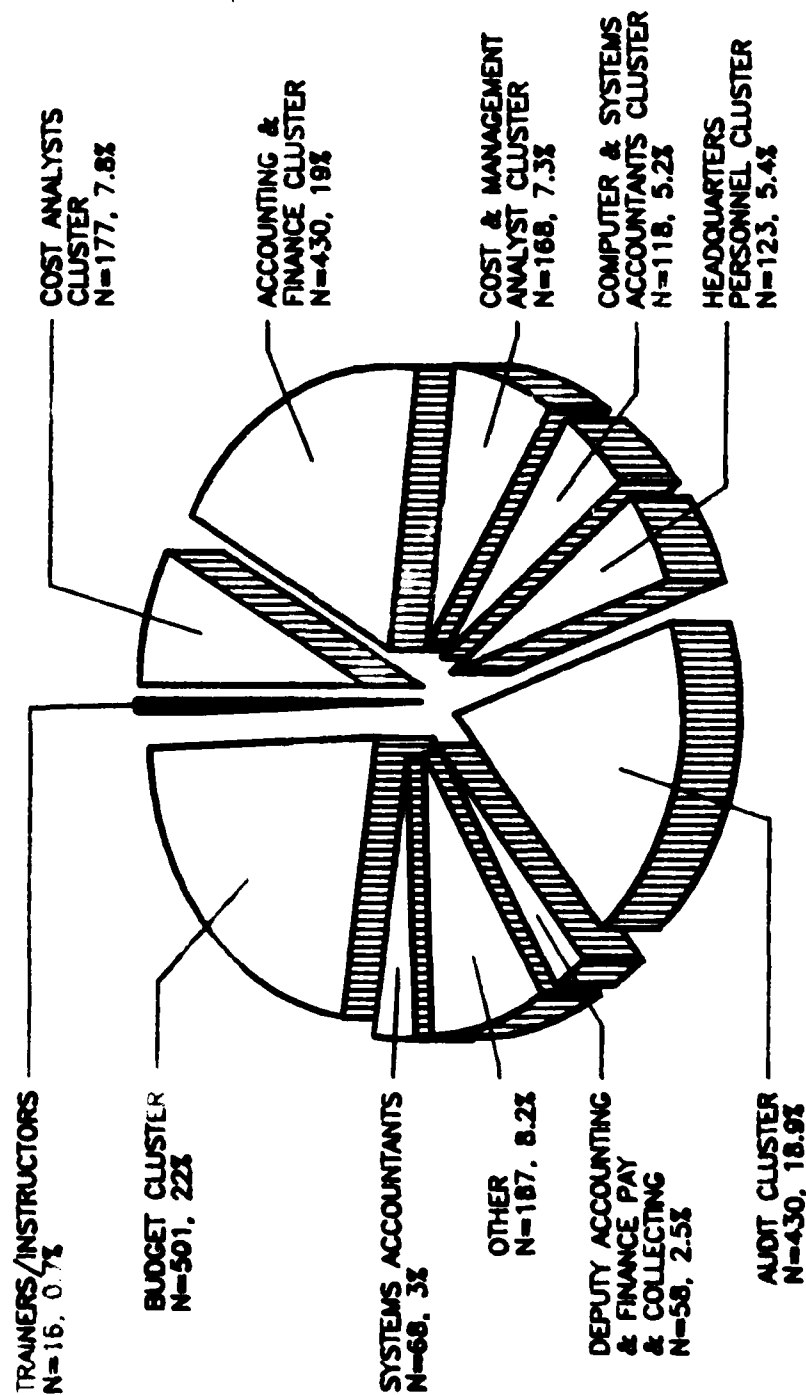


Figure 1

- II. ACCOUNTING AND FINANCE CLUSTER (GRP190, N=430)
 - A. Wing Comptrollers (GRP487, N=112)
 - B. Accounting and Finance Managers (GRP454, N=86)
 - C. Chief or Deputy Chief Accounting and Finance Officers (GRP437, N=131)
 - D. Accounting and Finance Supervisors (GRP220, N=87)
- III. COST AND MANAGEMENT ANALYST CLUSTER (GRP149, N=168)
 - A. Chief, Cost and Management Analysis (GRP336, N=93)
 - B. Directors and Chiefs of Cost (GRP383, N=55)
 - C. Internal Control Review Analysts (GRP223, N=16)
- IV. SYSTEMS ACCOUNTANTS INDEPENDENT JOB TYPE (GRP111, N=68)
- V. DEPUTY ACCOUNTING AND FINANCE/PAY AND COLLECTING INDEPENDENT JOB TYPE (GRP068, N=58)
- VI. COST ANALYSTS CLUSTER (GRP050, N=177)
 - A. Cost Analysts (GRP130, N=22)
 - B. Headquarters Cost Analysts (GRP363, N=69)
 - C. Program Cost Analysts (GRP265, N=27)
 - D. Cost/Schedule Control System Criteria (C/SCSC) Personnel (GRP051, N=31)
- VII. COMPUTER AND SYSTEMS ACCOUNTANTS CLUSTER (GRP106, N=118)
 - A. Computer Cost and Management Analysts (GRP450, N=23)
 - B. Headquarters Program Analysts (GRP483, N=30)
 - C. Systems Accountants (GRP119, N=28)
- VIII. TRAINERS/INSTRUCTORS INDEPENDENT JOB TYPE (GRP058, N=16)
- IX. HEADQUARTERS PERSONNEL CLUSTER (GRP028, N=123)
 - A. Plans and Programs/Executive Officers (GRP052, N=25)
 - B. Inspectors (GRP256, N=5)
- X. AUDITORS CLUSTER (GRP070, N=430)
 - A. Auditors/Audit Team Leaders (GRP851, N=157)
 - B. Audit Managers/Area Office Auditors (GRP500, N=110)
 - C. Junior Area Office Auditors (GRP285, N=12)
 - D. Senior Audit Supervisors (GRP177, N=122)

The respondents forming these groups account for 92 percent of the survey sample. The remaining 8 percent, though reporting similar job titles, were personnel whose task performance did not group them with any of their career area peers. The following paragraphs describe each of the jobs listed above.

The information presented is limited to a brief description of the respondents who comprise the jobs, clusters, and independent job types, and a sample of the tasks performed by each group, to illustrate the nature of their job. Appendix A contains additional task performance and background information for each job.

Job Descriptions

I. BUDGET CLUSTER (GRP123, N=501). This group of personnel account for 22 percent of the total respondent sample and provide an overall view of work done by Budget personnel. There are 282 military and 219 civilians in this group, who perform an average of 118 tasks. The majority have 1-3 years in their present job, and over half of them are supervisors. Systems Command has the largest percentage of Budget personnel (19 percent), HQ USAF has 11 percent, with the remainder distributed among the other commands. The following are typical tasks performed by Budget personnel:

- analyze funding requirements
- evaluate status of budget expenditures
- analyze programs to determine status of funds
- prepare, coordinate, or justify budget estimates
- respond to budgetary inquiries

A. Budget Chiefs (GRP1000, N=207). This group differs from the cluster description in the average number of tasks performed and the relative percentage of time spent in performing them. Five percent more time is spent on budget-specific tasks such as:

- analyze funding requirements
- execute approved budgets
- evaluate status of budget expenditures
- provide guidance for budget execution
- execute fiscal year closeouts

This group is 44 percent military and 56 percent civilian. The majority of the military are captains, while most civilians are GS-11/12s. Nearly two-thirds of the group supervise two or more people. They are assigned throughout the Air Force.

B. Pentagon Budget Analysts (GRP777, N=36). Virtually all members of this group work at the Pentagon. They differ from the cluster because they are higher in both military rank and civilian grade. Lieutenant colonel is the most common rank, while GS-13 is the most common civilian grade. These personnel function at the staff level, with only a few who supervise. Typical tasks for members of this group are:

- respond to budgetary inquiries
- participate in program or budget exercises (A1, B1, etc.)
- assess impact of changes to president's budget (PB)
- participate in "what if" exercises
- evaluate the impact of congressional budgetary actions
- respond to congressional inquiries

C. Program Budget Officers (GRP903, N=18). These people differ from the cluster because many of the tasks they perform are related to the management of specific programs or weapons systems budgets. Two-thirds of this group are assigned to AFLC at Wright-Patterson AFB. They perform an average of 105 tasks and spend almost half of their time on budget-specific tasks. Typical tasks for this group are:

- forecast commitments, obligations, reimbursements, expenditures, and collections
- analyze financial data to identify trends or deviations, such as excessive expenditures
- adjust funding
- analyze program management documents (SON, PMP, PMD, etc.)
- develop program execution forecasts

D. Budget Managers (GRP455, N=59). Members of this group perform the highest average number of tasks for the budget cluster, with 244. The majority are senior officers (O-4 to O-6) and GS-12 civilians, with almost all of them serving in supervisory positions. In addition to the 6,736 (Budget) DAFSC officers, several 0056 (Comptroller-Director) DAFSC personnel appeared in this group. Core tasks for this group are:

- resolve funding issues
- advise commanders on financial matters
- provide guidance for budget execution
- compare actual cost (expense) data to budget data
- execute fiscal year closeouts
- evaluate fiscal year closeout instructions
- develop fiscal year closeout procedures

E. Budget and Deputy Budget Officers (GRP380, N=19). This group performs an average of 65 tasks, compared to the cluster average of 118. All but one of the group are junior military (O-3 or below), with the four civilians equally divided between GS-09 and GS-11. These are relatively junior personnel working at the base or wing level. This is reflected by the data which show that almost 90 percent have less than 2 years in their current job. Tasks that are typical of this group are:

- analyze funding requirements
- record minutes of financial meetings (FMB, FWG, etc.)
- analyze programs to determine status of funds
- execute approved budgets
- plan financial meetings (FMB, FWG, etc.)
- interpret "call" instructions

F. Program Budget Managers (GRP390, N=17). This group is a senior group of personnel comprised of about half military and half civilians, with most being lieutenant colonels and GS/GM-13 through 15. Much of their work involves working with specific programs at Wright-Patterson AFB or the Pentagon. Half are assigned to AFSC, with most of the remaining evenly split between AFLC and HQ USAF. Most of them are supervisors and supervise an average of six people. They spend nearly half of their time performing management, supervisory, and administrative tasks, and only about 27 percent of their time on budget-specific tasks. The following are typical tasks for this group:

- determine workload priorities
- prepare, coordinate, or justify budget estimates
- certify civilian time cards
- review budget execution reports
- interpret financial policies and guidance

G. Budget Analysts (GRP287, N=52). When compared to the rest of the cluster, this job performs the lowest average number of tasks, with 54, compared to 118 for the cluster. About half are military (mostly O-3s) and half civilians (mostly GS-12s). Only a few supervise other personnel. AFSC employs almost half of this group, with the rest spread across the other MAJCOMs. They spend most of their time performing budget-specific tasks and only 22 percent on management, supervisory, and administrative tasks. A great deal of the work involves preparing, justifying, and evaluating budgets or budget estimates. Typical tasks for this group are:

- analyze funding requirements
- analyze obligation and outlay data
- analyze programs to determine status of funds
- adjust funding
- prepare, coordinate, or justify budget estimates

H. Budget Branch and Division Chiefs (GRP349, N=22). This group is composed of 16 military and 6 civilians, with the majority being senior officers (O-4 to O-6) and a range of GS-12 to GS-15 for civilians. They perform an average of 57 tasks, compared to 118 for the budget cluster. These

personnel spend most of their time analyzing, assessing, and evaluating budgetary matters, as well as performing supervisory, management, and administrative tasks. Most are assigned to the headquarters level, with over half at the Pentagon. Typical tasks for this group are:

- develop position papers, point papers, or talking papers
- analyze program objective memorandum (POM) requirements and submissions
- evaluate the impact of congressional budgetary actions
- analyze impact of programming planning documents
- assess impact of changes to president's budget (PB)
- evaluate impact of program budget decisions (PBD)

II. ACCOUNTING AND FINANCE CLUSTER (GRP190, N=430). The Accounting and Finance (A&F) cluster is composed of four distinct jobs, with some variations in two. They represent 19 percent of the survey sample. Their major duties involve formulating A&F procedures and policies and coordinating, monitoring, and directing A&F operations and activities. They perform an average of 118 tasks, with most of their time being spent on management, supervisory, and administrative tasks. The cluster has 262 military and 168 civilian members, with ranks of second lieutenant through colonel and grades of GS-07 to GM-15. Members in this cluster supervise an average of seven personnel. Core tasks for this cluster are:

- determine workload priorities
- counsel personnel concerning performance deficiencies or disciplinary actions
- prepare annual civilian performance appraisals
- brief visitors
- approve leave schedules
- certify civilian time cards

A. Wing Comptrollers (GRP487, N=112). Most of the comptrollers in the sample grouped together into this job. The rank distribution of this job group is: majors (34), lieutenant colonels (36), and colonels (33). There are nine civilians in this group, all of whom are GS/GM-13 or above. Most of the personnel in this group work as wing comptrollers, spending most of their time performing management, supervisory, and administrative tasks. Typical tasks for this group are:

- advise commanders on financial matters
- chair meetings and conferences
- provide guidance for budget execution
- resolve funding issues
- prepare OERs
- indorse airman performance reports (APR)
- develop position papers, point papers, or talking papers

B. Accounting and Finance Managers (GRP454, N=86). This job has more civilians (48) than military (38). The civilian grades range from GS-12 to GM-15, while the officers are mostly major through lieutenant colonel. This group performs an average of 108 tasks and spend most of their time (70 percent) performing management, supervisory, and administrative tasks. Most of these people work at a MAJCOM headquarters or HQ AFAFC, and they supervise an average of seven people. Typical tasks for this group are:

- develop position papers, point papers, or talking papers
- task subordinates to perform staff studies or reviews
- plan future office operations
- develop plans for new comptroller initiatives (personnel, automation, organization, etc.)
- prepare annual civilian performance appraisals
- brief visitors

C. Chief or Deputy Chief Accounting and Finance Officers (GRP437, N=131). Members of this group perform an average of 154 tasks and supervise more personnel (average of 9) than any other group in the cluster. Most of the military members of this group are lieutenants or captains, while the civilians are mostly GS-12 or GS/GM-13. They are spread throughout all major commands, with the heaviest concentration in SAC, TAC, USAFE, and ATC. They spend more time performing tasks in the accounting and finance duty than any other group in the cluster, yet they still spend over half of their time on management, supervisory, and administrative tasks. This reflects the technical, mid-level management orientation of their jobs. Typical tasks for this group are:

- resolve accounting and finance customer complaints
- analyze customer services
- analyze performance data or management indicators
- counsel personnel concerning performance deficiencies or disciplinary actions
- analyze audit, inspection, internal, or external review findings or recommendations
- coordinate with base support activities (consolidated base personnel office, information systems, etc.)

D. Accounting and Finance Supervisors (GRP220, N=87). This group is composed of supervisors and administrators. They differ from the cluster because they perform fewer tasks, with an average of 58. The average rank or grade is higher than the Accounting and Finance Officers' job. There is a mixture of AFSCs in this group, the most common being 0056 (Comptroller-Director) and 6716 (Accounting & Finance Staff Officer). Most of the civilians are occupational series 0510 (Accounting). They spend 79 percent of their time performing management, supervisory, and administrative tasks and

only 8 percent on accounting and finance tasks, indicating a higher level of responsibility and supervision than the previous group. Tasks core to this group are:

- determine workload priorities
- prepare annual civilian performance plans
- develop position papers, point papers, or talking papers
- prepare civilian position descriptions
- justify personnel requirements
- certify civilian time cards

III. COST AND MANAGEMENT ANALYST CLUSTER (GRP149, N=168). There are 168 members in this cluster, 104 military and 64 civilians. Most of the military are lieutenants and captains, and the civilians are GS-12 or below. Virtually all of the military are Cost and Management Analysis Officers (DAFSC 69XX). The majority of civilians are from series 0343 (Management Analysis), followed by series 0345 (Program Analysis). The members of this cluster are spread among many MAJCOMs; however, 73 percent are employed by TAC, SAC, ATC, AFSC, USAFE, and MAC. They spend 44 percent of their time performing management, supervisory, and administrative tasks and 31 percent on cost and management analysis tasks. Typical tasks for this cluster are:

- perform cost or management studies and analyses
- evaluate cost or management analysis studies
- analyze performance data or management indicators
- brief results of cost or management studies and analyses
- develop position papers, point papers, or talking papers

A. Chief, Cost and Management Analysis (GRP336, N=93). Members of this group perform an average of 84 tasks, and most are assigned to the wing or base level. There are 63 military and 30 civilians in this group, with three-fourths of the group reporting they are supervisors. SAC and TAC are the largest employers of these people. These are junior personnel (O-3 and below) both in grade and time, with almost three-fourths having less than 2 years in their current jobs. Most report having the job title of Chief of Cost Branch or Cost Analyst. Their time is almost equally split between management, supervisory, and administrative tasks (39 percent) and cost and management analysis tasks (38 percent). Typical tasks for personnel that work at this wing or base level are:

- perform cost or management studies and analysis
- conduct and follow-up management assistance services
- evaluate cost or management analysis studies
- evaluate economic analyses
- administer commanders' management system (CMS)
- review Economic Resource Impact Statement (ERIS)

B. Directors and Chiefs of Cost (GRP383, N=55). This group is performing an average of 147 tasks, more than the other groups in the cluster. There are 31 military and 24 civilians, more than half of whom are senior officers (O-4 to O-6), and most of the civilians are GS-12 or above. Most military are DAFSC 6746 (Cost Analysis) or 69XX (Cost and Management Analysis), with most civilians either series 0501 (Financial Management and Programs) or 0345 (Program Analysis). Most of the personnel in this group are supervisors, with management, supervisory, and administrative tasks accounting for half of their time, and cost and management analysis 26 percent. Although there are some variations between the directors and the chiefs, the core tasks performed by the group are the same. Typical tasks for this group are:

- analyze performance data or management indicators
- task subordinates to perform staff studies or reviews
- coordinate staff studies or reviews
- evaluate statistical methods
- evaluate cost or management analysis studies
- respond to higher headquarters inquiries

C. Internal Control Review Analysts (GRP223, N=16). The personnel in this group perform an average of 98 tasks. There are seven officers and nine civilians, and about half are supervisors. They are spread over several MAJCOMs, with group members spending approximately 64 percent of their time performing management, supervisory, and administrative tasks, and more time than the rest of the cluster performing audit-related tasks. Many of the core tasks deal with internal control reviews. Typical tasks for this group are:

- analyze audit, inspection, internal, or external review findings or recommendations
- provide guidance for internal control review program
- develop internal control reviews
- track status of audits or inspections
- perform internal control review (ICR) vulnerability assessments

IV. SYSTEMS ACCOUNTANTS INDEPENDENT JOB TYPE (GRP111, N=68). This independent job group consists of 14 military and 54 civilians, with the military mostly captains and the civilians mostly GS/GM-12/13. There is a wide range of AFSCs and series, with 0510 (Accounting) the most prominent for the civilians. Over half of this group work at AFAFC. Members spend over half of their time performing supervisory, management, and administrative tasks, but they are spending slightly more time performing computer-related tasks than most groups in this study. Core tasks for this group are:

- prepare reports or other correspondence
- respond to higher headquarters inquiries
- coordinate with department of defense or other government agency personnel
- coordinate directives, regulations, or OIs
- determine requirements for computer applications

V. DEPUTY ACCOUNTING AND FINANCE/PAY AND COLLECTING INDEPENDENT JOB TYPE (GRP068, N=58). This group formed an independent job because of its differences from the rest of the career area. It is composed mainly of junior personnel, in both rank and time in service. They perform an average of 65 tasks. There are 41 military and 17 civilians, with well over half of them lieutenants, and almost all of the civilians GS-07 or -08. These personnel work primarily at the wing level. Most of the military are DAFSC 672X (Accounting & Finance Officer), while the civilians are all series 0503 (Center Resource Assistants). Members of this group have very little time in their present job, with 83 percent having less than 2 years on the job. Many report they are supervisors who supervise an average of three people. There are two main duties where these personnel spend their time--accounting and finance tasks take up 46 percent (the highest for the whole career area), with management, supervisory, and administrative tasks taking 44 percent of their time. Tasks that are core to this independent job are:

- advance or control funds to cashiers, agents or change fund custodians
- safeguard or account for cash and related assets in vaults
- advance blank checks or bond stock to check and bond writers
- obtain cash or other negotiable instruments
- deposit negotiable instruments, cash, or coins
- prepare APRs
- certify civilian time cards

VI. COST ANALYSTS CLUSTER (GRP050, N=177). There are 99 military and 78 civilians in this cluster who perform an average of 52 tasks. It is a junior group, with most of the military either lieutenants or captains, while the civilians are mainly GS-11/12. Ninety-one percent of this group do not supervise. AFSC employs over half of them, with the remainder spread over a number of other MAJCOMs. Forty-four percent (the largest amount) of their time is spent performing cost and management analysis tasks. Also, the time spent performing computer-related tasks is higher than most of the rest of the career area. Most of the military are AFSC 674X (Cost Analysis), and the majority of the civilians are series 0501 (Financial Management and Programs). Typical tasks performed by members of this cluster are:

- develop cost estimates
- apply automated spreadsheets software
- apply cost models

apply word processing software
evaluate cost estimates
participate in "what if" exercises

A. Cost Analysts (GRP130, N=22). This job group is unique because an average of only 24 tasks are performed. The group is composed of 15 military and 7 civilians, with most of the military lieutenants and captains and the civilians GS-11/12. About two-thirds are employed by AFSC, with AFLC, ATC, and AFCC the other major users. Most do not supervise and spend 41 percent of their time performing cost and management analysis tasks, and a significant amount of time doing computer-related tasks. Almost all of the military have a DAFSC of 674X (Cost Analysis), and all of the civilians are from series 0501 (Financial Management and Programs). Tasks central to this job group are:

prepare travel vouchers
prepare reports or other correspondence
document analysis and studies
develop cost models
analyze cost effects of program changes
apply graphics software

B. Headquarters Cost Analysts (GRP363, N=69). There are 69 members of this group, 31 military and 38 civilians. Most of the military are captains, and most of the civilians GS-12 or -13. Almost all of the military are 674X DAFSC (Cost Analysis), while most of the civilians are series 0501 (Financial Management and Programs). Very few of this group report they are supervisors. AFSC and AFLC employ about half, with the others assigned among 11 other commands. This group spends half of its time on cost and management analysis tasks, and slightly more time than the rest of the cluster on budget tasks. Most work at the headquarters level, and they perform an average of 66 tasks. Typical tasks for members of this group are:

develop cost estimates
document analyses and studies
apply cost models
evaluate cost estimates
conduct independent cost analyses (ICA)
develop cost factors
perform cost research

C. Program Cost Analysts (GRP265, N=27). Most of the members of this job work at either Wright-Patterson AFB or Norton AFB. There are 21 military and 6 civilians, with most of the military being captains and most of the civilians GS-12s. This group differs from the cluster because they spend slightly more time performing management, supervisory, and administrative

tasks, but the Cost and Management Analysis duty takes up a third of their time. AFSC employs 85 percent of these people, with USAF and AFCC accounting for the rest. Typical tasks for this group are:

- develop cost estimates
- participate in "what if" exercises
- analyze cost effects of program changes
- analyze budgets in base-year and then-year dollars
- apply cost models
- develop POM inputs
- participate in fact finding or cost research visits to contractors

D. Cost/Schedule Control System Criteria (C/SCSC) Personnel (GRP051, N=31). There are 22 military and 9 civilians in this group, with ranks from second lieutenant through lieutenant colonel, while the civilians are mostly GS-11 to GS-13. The officers are mainly from DAFSC 674X (Cost Analysis), and the civilians are from several different series. AFSC employs all but three of this job. They spend a large amount of their time performing cost/schedule control system criteria tasks. Core tasks for this group are:

- evaluate C/SCSC
- establish or interpret policies for contractor performance of cost measurement activities
- apply cost/schedule control system criteria (C/SCSC)
- participate on C/SCSC review teams
- analyze cost variances
- analyze financial data to identify trends or deviations, such as excessive expenditures
- evaluate program office use of cost performance reports (CPR) and cost/schedule status reports

VII. COMPUTER AND SYSTEMS ACCOUNTANTS CLUSTER (GRP106, N=118). Personnel in the Computer and Systems Accountants cluster perform an average of 48 tasks. They spend the majority of their time in two areas: management, supervisory, and administrative tasks (40 percent) and computer tasks (39 percent). An additional 10 percent of their time is split between the General Finance duty and the Cost and Management Analysis duty. There are 40 military and 78 civilians in this cluster, with a military rank spread of second lieutenant through lieutenant colonel, while the civilians are mostly GS-12s and 13s. In this cluster, the military are fairly equally spread among several DAFSCs. Yet, most of the civilians are series 0510 (Accounting). Most members of this group (85 percent) do not supervise. AFAFC employs about a third of the group, with the rest spread across other MAJCOMs. Typical tasks for this group are:

- determine requirements for computer applications
- apply word processing software
- design or develop data bases
- design or develop computer applications
- apply computer retrieval or inquiry techniques
- apply computerized data-base management systems

A. Computer Cost and Management Analysts (GRP450, N=23). This group differs from the cluster because they perform an average number of 35 tasks, compared to 48 for the cluster. They also spend over half of their time performing computer tasks. This is more time spent on computer tasks than any other group in this cluster, or the whole career area. There are 10 military (mostly lieutenants and captains) and 13 civilians (mostly GS-11s and 12s). There is very little commonality among the DAFSCs and the civilian series involved, indicating this is not a specialty specific job. Also, they tend to work independently, and only a few report they are supervisors. AFLC and AFSC employ almost half of this group, with the remainder spread over several other MAJCOMs. Tasks core for this group are:

- apply automated spreadsheets software
- apply graphics software
- serve as staff consultant or computer program design, implementation, or operation
- apply word processing software
- apply computer retrieval or inquiry techniques
- apply computerized data-base management systems

B. Headquarters Program Analysts (GRP483, N=30). This group has 11 military and 19 civilian members, with most of the military in the ranks of captain and major and civilians in the grades of GS-12 and GS/GM-13. As with the other jobs in this cluster, there is a broad coverage of DAFSCs and civilian series. There is little supervision by members of this group, with only 20 percent who report supervising other people. The highest concentration of personnel are in AFAFC (43 percent), with the remainder distributed across a number of other MAJCOMs. Members of this group spend half of their time performing management, supervisory, and administrative tasks and another 30 percent on computer-related tasks. They perform an average of 71 tasks, which is the highest for this cluster. Typical tasks for this group are:

- design or develop data bases
- develop position papers, point papers, or talking papers
- determine requirements for computer applications
- design and develop information systems architecture
- evaluate effects of new computer programs or changes in existing programs
- apply word processing software

C. Systems Accountants (GRP119, N=28). This group is composed of 6 military (3 second lieutenants and 3 captains) and 22 civilians, mostly GS-11s and 12s. Members of this group spend slightly more than half of their time performing tasks in the computer duty, with most of the rest of their time spent on management, supervisory, and administrative tasks. This group does not supervise, and like the rest of the cluster, there are a number of different DAFSCs and civilian series represented. Half the members of this group work at Lowry AFB (AFAFC), with AFSC and AFCC accounting for seven of the group. Members of this group perform more computer-related tasks than any other group in the Comptroller career area. It takes only 14 tasks to account for 50 percent of their time spent on the job. Of the 14 tasks, only 2 do not deal directly with computers. Typical tasks for this group are:

- analyze results of computer program systems tests
- apply computer retrieval or inquiry techniques to existing programs
- develop computer program test criteria
- attend meetings and conferences
- prepare reports or other correspondence
- design or develop computer applications

VIII. TRAINERS/INSTRUCTORS INDEPENDENT JOB TYPE (GRP058, N=16). These people formed an independent job because of the training tasks performed and time spent on those tasks. This group contains only military members, and they range in rank from captain to lieutenant colonel, with the majority holding a "T" DAFSC prefix. There are six at ATC, five at AU, and five across several other MAJCOMs. Members of this group spend almost half of their time performing training tasks, with much of the remainder spent on management, supervisory, and administrative tasks. They perform an average of 60 tasks. Core tasks for this group are:

- conduct academic training
- organize training resources (personnel, equipment, etc.)
- develop training materials (visual aids, literature, etc.)
- evaluate and document progress of trainees (students)
- determine student performance standards
- determine training requirements or objectives
- develop course control documents (plans of instruction, course charts, lesson plans, etc.)
- arrange for guest lectures or student visits

IX. HEADQUARTERS PERSONNEL CLUSTER (GRP028, N=123). Most personnel in this cluster are assigned to a headquarters level staff position. The job titles vary, but the similarity in tasks performed remains centered on the management, supervisory, and administrative tasks. This cluster performs an average of only 35 tasks, the lowest number for any cluster in the Comptroller career area. There are 58 military and 65 civilians with a broad range of AFSCs, series, ranks, and grades, and only a few of the cluster who are

supervising other people. Within the cluster there were only two specifically identifiable jobs--Plans and Programs/Executive Officers and Inspectors. Core tasks for the cluster are:

- prepare reports or other correspondence
- attend meetings and conferences
- develop position papers, point papers, or talking papers
- analyze audit, inspection, internal, or external review findings or recommendations
- develop directives, regulations, or operating instructions
- coordinate directives, regulations or OIs
- respond to higher headquarters inquiries

A. Plans and Programs/Executive Officers (GRP052, N=25). There are 20 military and 5 civilians in this group who are performing an average of 41 tasks. The military rank ranges from second lieutenant through lieutenant colonel (mostly captains), while most of the civilians are GS-12. Members of this group are assigned across the MAJCOMS, with the majority at headquarters level. Most of their time is spent performing management, supervisory, and administrative tasks. The members of this job group identify themselves as Plans and Programs Officers or Executive Officers. Tasks that are typical of this group are:

- develop position papers, point papers, or talking papers
- attend meetings and conferences
- determine workload priorities
- coordinate comptroller annexes to planning documents
- coordinate and maintain schedules to arrange meetings, conferences, TDY, etc.
- coordinate contingency plans
- develop comptroller contingency plans

B. Inspectors (GRP256, N=5). The members of this specialized group focus their efforts on inspection and evaluation tasks. They are all military, with four captains and one major. These people differ from the main cluster since the tasks they perform are mostly related to inspections or evaluations. They perform an average of 49 tasks, with over half of their time spent performing management, supervisory, and administrative tasks, with the other half spread over the other areas. Typical tasks for members of this group are:

- perform inspections
- review documentation for compliance with laws or directives
- interpret financial policies and guidance
- evaluate subordinate units
- coordinate with inspection or audit teams

develop or update self-inspection checklists
analyze financial data to identify trends or deviations,
such as excessive expenditures

X. AUDITORS CLUSTER (GRP070, N=430). Members of this cluster perform the duties and tasks of Auditors and Staff Auditors--they plan, organize, and direct audit activities. There are 157 military and 273 civilians, with rank and grade ranges of second lieutenant to colonel and GS-07 to GM-15. There are 24 second lieutenants, 44 first lieutenants, 48 captains, and 41 senior officers. The largest group of civilians are GS-12s (75), followed by GM-13s (37). Most personnel in this cluster do not supervise. The majority of the military are DAFSC 678X (Auditor), with the rest DAFSC 6796 (Auditor Staff Officer). Most of the civilians are series 0511 (Auditing), with a few 0510 (Accounting). AFAA employs 97 percent of the cluster, and AFAC employs the remainder. They perform an average of 87 tasks and spend two-thirds of their time on tasks in the Audit area. The remainder is mostly spent on management, supervisory, and administrative tasks. Core tasks for this cluster are:

discuss audit findings and recommendations with management
determine root causes of discrepant conditions
determine objectives for surveys and audits
document audit discussions
design steps to achieve audit or audit survey objectives
prepare audit reports
interview personnel to obtain audit information

A. Auditors/Audit Team Leaders (GRP851, N=157). This is the largest job in the cluster, and is different from the cluster in that they spend 10 percent more time performing the "technical" tasks in the audit duty and 7 percent less time performing management, supervisory, and administrative tasks. This suggests they are the nonstaff or nonsupervising auditors. They perform an average of 53 tasks, indicating a narrower job than the more experienced auditor groups. There are 57 military and 100 civilians in the group, with all of the military being junior officers (O-1 to O-3), and almost all of the civilians are GS-11s and 12s. There are no supervisors in this group. Typical tasks for members of this group are:

prepare audit report outlines
prepare working paper records of audits
recommend solutions to address causes and eliminate
discrepant conditions
interview personnel to obtain audit information
prepare audit survey and audit announcement letters
prepare working paper records of audits

B. Audit Managers/Area Office Auditors (GRP500, N=110). This group is composed of 35 military (mostly first lieutenants and captains) and 75 civilians (mostly GS-12s and GS/GM-13s), and they perform an average of 98 tasks. Most of the military have a DAFSC of 679X (Staff Auditor), the rest are DAFSC 6784 (Auditor). All but a few of the civilians are from series 0511 (Auditing). The majority of this group are working at either Wright-Patterson AFB or Norton AFB. Members of this specialty job call themselves audit managers or area office auditors. Core tasks for this group are:

- prepare working paper records of audits
- determine root causes of discrepant conditions
- determine objectives for surveys and audits
- develop centrally directed audit programs (CDAP)
- design steps to achieve audit or audit survey objectives
- determine resource requirements of audit projects
- prepare audit survey and audit announcement letters

C. Junior Area Office Auditors (GRP285, N=12). This group performs an average of only 24 tasks, the fewest in the cluster. Also, they are the most junior in time in their current job, or time in the career field. There are four military and eight civilian members of the group, with rank and grade ranges of second lieutenant to captain and GS-07 to GS-12. These personnel spend 76 percent of their time performing tasks in the audit duty. Twelve tasks account for more than 50 percent of time spent on the job. Typical tasks for members of this group are:

- discuss audit findings and recommendations with management
- document audit discussions
- prepare working paper records of audits
- determine root causes of discrepant conditions
- prepare audit reports

D. Senior Audit Supervisors (GRP177, N=122). Most of the senior officers and civilians are members of this group. They perform an average of 133 tasks, which is the most in the cluster. There is a central core of tasks that involve two areas: audit tasks and management, supervision, and administrative tasks. There are 49 military and 73 civilians, with rank and grade ranges of captain to colonel (mostly majors and lieutenant colonels) and GS-12 to GM-15 (mostly GM-13s and 14s). Most of the military are DAFSC 6796 (Auditor Staff Officer). Almost all of this group are supervisors and apparently supervise the rest of the career field. They spend half of their time performing tasks in the Audit duty and one-third on management, supervisory, and administrative tasks.

The members of this group have a common core of tasks all perform, however, there are some job variations. One group is composed of very senior audit personnel, such as Regional Chief, Director of Audit, and Assistant

Deputy Audit General. A second group is formed by a small group of senior program managers, and a third group by personnel who are Chiefs of Area Audit Offices. Tasks that are core to this job group are:

- review and edit draft audit reports
- analyze results of audit applications
- interview audit staff members to maintain currency on project status
- coordinate changes to draft audit reports
- review audit project files
- evaluate management responses to draft reports of audit
- coordinate audit projects

Specialty Structure Overview Summary

The Budget, Accounting and Finance, and Audit clusters have almost an equal share in making up nearly 60 percent of the Comptroller career field. When the Cost and Management Analyst and Cost Analyst clusters are added, these four functional areas account for 75 percent of the career field. Seventeen percent of the career field consists of smaller groups who were identified as performing similar jobs. These consist of Headquarters Personnel, Computer and Systems Accountant personnel, Deputy Accounting and Finance/Pay and Collecting personnel, and Trainers/Instructors. Only 8 percent of the career ladder consisted of personnel who performed unique or dissimilar jobs. Part of this 8 percent includes the 27XX Acquisition specialty, which accounts for only 14 respondents, however, they are reported in the Analysis of All Military Personnel (see Tables 14 and 15) later in this report.

Table 6 shows relative overall percent time spent in duties for members of the seven clusters and three independent job types.

Budget personnel spend over 70 percent of their time performing tasks in two duties: (1) Management, Supervisory, and Administrative, and (2) Budget. The next largest amount of their time (12 percent) is spent in performing general financial tasks.

Accounting and Finance personnel spend 64 percent of their time performing management, supervisory, and administrative tasks, with their second largest amount of time (13 percent) spent performing accounting and finance tasks.

Cost and Management Analysts spend 44 percent of their time in the Management, Supervisory, and Administrative duty area, with their next largest amount of time (31 percent) spent performing cost and management analysis tasks.

System Accountants spend 55 percent of their time in the Management, Supervisory, and Administrative duty, with their second largest amount of time (12 percent) spent performing accounting and finance tasks.

TABLE 6
PERCENT TIME SPENT IN DUTIES BY
MEMBERS OF SPECIALTY JOBS

SPECIALTY CLUSTERS/JOB	DUTY								
	MANAGEMENT, SUPERVISION, AND ADMINISTRATION	COMPUTER	GENERAL	FINANCIAL	COMPTROLLER	TRAINING	ACCOUNTING AND FINANCE	AUDIT	BUDGET
									COST AND MANAGEMENT ANALYSIS
BUDGET (GRP123, N=501)	32	4	12	5	1	3	1	39	3
ACCOUNTING AND FINANCE (GRP190, N=430)	64	3	6	5	2	13	2	4	1
COST AND MANAGEMENT ANALYSTS (GRP149, N=168)	44	6	8	2	4	1	2	2	31
SYSTEM ACCOUNTANTS (GRP111, N=68)	55	7	9	5	2	12	4	4	2
DEPUTY ACCOUNTING AND FINANCE/PAY AND COLLECTING (GRP068, N=58)	44	2	3	1	4	46	*	*	*
COST ANALYSTS (GRP050, N=177)	24	11	12	1	2	1	*	5	44
COMPUTER AND SYSTEMS ACCOUNTANTS (GRP106, N=118)	40	39	5	2	3	4	*	2	5
TRAINER/INSTRUCTOR (GRP058, N=16)	39	7	2	*	43	4	1	1	3
HEADQUARTERS PERSONNEL (GRP028, N=123)	65	6	5	2	2	5	8	1	6
AUDITOR (GRP070, N=430)	21	3	3	1	2	2	66	1	1

* Less than 1 percent

** Columns may not equal 100 percent due rounding

Deputy Accounting and Finance/Pay and Collecting personnel spend their largest amount of time (46 percent) performing accounting and finance tasks and their second largest amount of time (44 percent) in the Management, Supervisory, and Administrative duty.

Cost Analysts spend more of their time (44 percent) performing cost and management analysis tasks, with their next largest amount (24 percent) performing in the Management, Supervisory, and Administrative duty.

Computer and Systems Accountants spend 40 percent of their time in management, supervision, and administration, and almost another 40 percent of their time performing computer tasks.

Training/Instructor personnel perform training tasks accounting for 43 percent of their time, with the next largest amount of their time (39 percent), spent in the Management, Supervisory, and Administrative duty.

Headquarters personnel's largest amount of time (65 percent) is spent in the Management, Supervisory, and Administrative duty, with their next largest amount of time (8 percent), to their least amount of time (2 percent), spent throughout remaining duties.

The Auditors spend 66 percent of their time performing auditing duties, with their next largest amount of time (21 percent) spent in in the Management, Supervisory, and Administrative duty area.

Appendix A provides additional information for each job described in this section. It includes an average of 30 major tasks listed in descending order of percent members performing for each job. Also given are average number of tasks performed (from a total of 824), number of military and civilians in each group, and average number of personnel supervised in each group.

Job satisfaction across all jobs was generally moderate to high. Two jobs had job satisfaction indicators that were sufficiently low to mention. Computer Cost and Management Analysts (N=23), Group 450, indicated that 35 percent were dissatisfied with their sense of accomplishment, 9 percent were ambivalent, and 56 percent were satisfied. It is difficult to pinpoint the reasons for these levels, however, these personnel perform many tasks dealing with computers, which may have some bearing. Junior Area Office Auditors (N=12), GRP 285, indicated low levels of job satisfaction indicators in two areas. When asked how does their job utilize their training, 58 percent responded at the "little or not at all" level and 33 percent responded their training was utilized "fairly well to perfectly." When asked to indicate their sense of accomplishment, 25 percent responded they were dissatisfied, 8 percent were ambivalent, and 58 percent indicated they were satisfied. These responses may be attributed to the fact that these Junior Area Officer Auditors perform an average of only 24 tasks, are most junior in the job, and spend 76 percent of their time performing tasks in the Audit duty, only 1 of the 9 duties identified in the Comptroller field survey. Further specific job satisfaction indicators by military rank, specific DAFSC, and civilian occupational series are again addressed later in this report.

JOB SATISFACTION

Tables 7 through 10 present data reflecting the job interest, perceived use of talents, sense of accomplishment, career intentions, and perceived utilization of training. In Table 7, the lowest expressed job interest was among second lieutenants (80 percent) who found their job interesting, with the highest (93 percent) at the colonel level. The perceived use of talents ranged from a low of 80 percent for second lieutenants to a high of 96 percent for colonels, indicating all ranks thought their talents were utilized from fairly well to perfectly. Some lieutenants indicated low levels of sense of accomplishment, with 22 percent indicating they were dissatisfied, while the figure for all other ranks rose steadily to a high of 89 percent satisfied for colonels. Perceived utilization of training ranged from a low of 76 percent for second lieutenants, who indicated their training was fairly well to perfectly utilized, to a high of 90 percent for colonels. Twenty-four percent of second lieutenants and 25 percent of first lieutenants indicated they felt their training was utilized very little or not at all. Nineteen percent of second lieutenants and 27 percent of first lieutenants indicated they would either separate without benefits or leave before retirement. However, 79 percent of second lieutenants and 72 percent of first lieutenants indicated they intended to either stay for retirement or retire with full benefits. Captain to colonel ranged from 91 percent for captains to an even higher 98 percent for colonels, who indicated they intended to stay for retirement or retire with full benefits.

Table 8 shows job attitude indicators by DAFSC. Cost and Management Analysis (69XX) officers expressed the lowest percent of responses to all job attitude indicators when compared to all other Comptroller DAFSCs. The next lowest overall responses were expressed by 678X Auditors, with exception of career intentions. Overall, career intention responses appear high.

AFSC 691X, Cost and Management Analysis Staff Officers, and AFSC 692X, Cost and Management Analysis Officers, had the lowest job satisfaction indicators in the Comptroller career field. Table 9 highlights data for these cases. The commands most affected are AFSC, SAC, USAFE, and AFCC. However, the figures are relatively moderate, and because of the small number of personnel involved, there does not appear to be a serious job satisfaction problem for the Cost personnel.

Table 10 shows job attitude indicators for civilians. Civilians were not asked to respond to career intentions. As can be seen, responses ranged from moderate to high.

Overall, Comptroller personnel indicated high levels of job satisfaction, especially in expressed job interest, perceived use of talents, and perceived utilization of their training. There were moderate to high levels of satisfaction in the area of sense of accomplishment and career intentions.

TABLE 7
JOB ATTITUDE INDICATORS BY RANK
(PERCENT RESPONDING)*

	<u>2D LT</u> <u>N=177</u>	<u>1ST LT</u> <u>N=156</u>	<u>CAPT</u> <u>N=433</u>	<u>MAJ</u> <u>N=153</u>	<u>LT COL</u> <u>N=159</u>	<u>COL</u> <u>N=77</u>
<u>EXPRESSED JOB INTEREST:</u>						
INTERESTING	80	83	84	84	90	93
SO-SO	9	8	11	11	6	6
DULL	11	8	4	5	3	1
<u>PERCEIVED USE OF TALENTS:</u>						
FAIRLY WELL TO PERFECTLY	80	84	86	90	92	96
LITTLE OR NOT AT ALL	20	16	14	10	8	4
<u>SENSE OF ACCOMPLISHMENT:</u>						
SATISFIED	70	71	74	79	83	89
AMBIVALENT	8	7	6	3	3	3
DISSATISFIED	22	22	20	17	13	8
<u>CAREER INTENTIONS:</u>						
STAY FOR RETIREMENT OR RETIRE WITH FULL BENEFITS	79	72	91	100	99	98
SEPARATE WITHOUT BENEFITS BEFORE RETIREMENT OR LEAVE BEFORE RETIREMENT	19	27	8	0	1	1
<u>PERCEIVED UTILIZATION OF TRAINING:</u>						
FAIRLY WELL TO PERFECTLY	76	75	78	86	91	90
LITTLE OR NOT AT ALL	24	25	22	13	9	10

* Columns may not equal 100 percent due to rounding

TABLE 8

	COST & MANAGEMENT ANALYSIS OFFCRS								
	AUDITOR STAFF OFFCR								
	AUDITOR								
	COMPTROLLER STAFF OFFCR								
	COST ANALYSIS OFFCR								
	BUDGET OFFCR								
	ACCOUNTING & FINANCE OFFCR								
	ACCOUNTING & FINANCE STAFF OFFCR								
	COMPTROLLER								
DAFSC -->	005X	671X	672X	673X	674X	675X	678X	679X	69XX
NUMBER IN SAMPLE N = -->	131	79	137	258	132	91	92	73	146
EXPRESSED JOB INTEREST:									
- INTERESTING	92	87	85	87	84	92	82	89	72
- SO-SO	6	9	7	8	11	6	9	7	14
- DULL	0	3	7	5	5	2	8	3	13
PERCEIVED USE OF TALENTS:									
- FAIRLY WELL TO PERFECTLY	98	89	87	86	85	91	82	93	78
- LITTLE OR NOT AT ALL	2	9	13	14	15	9	19	6	22
PERCEIVED UTILIZATION OF TRAINING:									
- FAIRLY WELL TO PERFECTLY	95	82	83	78	78	90	76	89	74
- LITTLE OR NOT AT ALL	5	14	17	21	22	10	24	7	26
SENSE OF ACCOMPLISHMENT:									
- SATISFIED	92	82	78	74	75	80	69	80	62
- AMBIVALENT	2	5	5	7	5	6	4	3	9
- DISSATISFIED	5	10	16	19	20	14	27	16	29
CAREER INTENTIONS:									
- STAY FOR RETIREMENT OR RETIRE WITH FULL BENEFITS	98	95	85	91	84	98	89	100	84
- SEPARATE WITHOUT BENEFITS BEFORE RETIREMENT OR LEAVE BEFORE RETIREMENT	2	5	15	9	15	2	11	0	16

* Columns may not equal 100 percent due to rounding or nonresponse

TABLE 9
JOB ATTITUDE INDICATORS FOR AFSCs 69XX
(PERCENT RESPONDING)*

AFSC COMMAND NUMBER RESPONDENTS	691X		692X			
	AFSC N=6	SAC N=6	AFSC N=14	SAC N=18	USAFE N=19	AFCC N=5
<u>EXPRESSED JOB INTEREST:</u>						
- INTERESTING	50	33	64	67	58	80
- SO-SO	17	17	7	28	21	20
- DULL	33	50	29	0	21	0
<u>PERCEIVED USE OF TALENTS:</u>						
- FAIRLY WELL TO PERFECTLY	50	33	43	89	58	80
- LITTLE OR NOT AT ALL	50	67	57	11	42	20
<u>PERCEIVED UTILIZATION OF TRAINING:</u>						
- FAIRLY WELL TO PERFECTLY	50	33	50	72	58	80
- LITTLE OR NOT AT ALL	50	67	50	28	42	20
<u>SENSE OF ACCOMPLISHMENT:</u>						
- SATISFIED	33	17	50	61	47	60
- AMBIVALENT	17	17	14	17	5	20
- DISSATISFIED	50	60	36	22	47	20
<u>CAREER INTENTIONS:</u>						
- STAY FOR RETIREMENT OR RETIRE WITH FULL BENEFITS	83	100	74	78	79	100
- SEPARATE WITHOUT BENEFITS BEFORE RETIREMENT OR LEAVE BEFORE RETIREMENT	17	0	36	22	21	0

* Columns may not equal 100 percent due to rounding

CIVILIAN JOB ATTITUDE INDICATORS BY OCCUPATIONAL SERIES
(PERCENT RESPONDING)*

OCCUPATIONAL SERIES	0343	0345	0501	0505	0510	0511	0525	0560	1530
FINANCIAL MANAGEMENT AND PROGRAMS									
MANAGEMENT ANALYSIS									
PROGRAM ANALYSIS									
FINANCIAL MANAGEMENT									
ACCOUNTING									
AUDITING									
ACCOUNTING TECHNICIAN									
BUDGET ANALYSIS									
STATISTICIAN									
NUMBER IN SAMPLE N =	49	48	117	9	316	271	12	229	4
EXPRESSED JOB INTEREST:									
- INTERESTING	86	88	87	100	85	87	83	90	50
- SO-SO	12	8	6	0	8	6	17	6	25
- DULL	2	2	6	0	6	6	0	3	25
PERCEIVED USE OF TALENTS:									
- FAIRLY WELL TO PERFECTLY	94	85	95	100	87	93	92	94	50
- LITTLE OR NOT AT ALL	6	13	5	0	11	6	8	6	50
PERCEIVED UTILIZATION OF TRAINING:									
- FAIRLY WELL TO PERFECTLY	88	83	91	100	86	82	75	85	75
- LITTLE OR NOT AT ALL	12	15	9	0	14	18	25	14	25
SENSE OF ACCOMPLISHMENT:									
- SATISFIED	84	79	82	100	78	78	75	88	50
- AMBIVALENT	8	10	9	0	7	6	0	4	0
- DISSATISFIED	8	8	9	0	14	16	25	8	50

* Columns may not equal 100 percent due to rounding or nonresponse

ANALYSIS BY CIVILIAN PAYGRADE

Table 11 identifies the largest amount of percent time spent in duties by members of each civilian paygrade. This data accounts for nearly two-thirds or more of percent time spent for each paygrade and produced expected patterns. Paygrades ranged from GS-05 to GM-15 in a respondent population of 1121. The most common paygrade was GS-12, consisting of 415 personnel. The next largest groups were GS-11 (182 personnel) and GM-13 (146 personnel). Personnel in the lower paygrades are found to perform tasks in most of the duties. For example, GS-05s perform many tasks in all nine duties, with 25 percent being the largest amount of time spent in any one. On the other hand, personnel in the higher paygrades spend more of their time performing tasks in fewer duties, such as some GM-15s, who spend 59 percent of their time performing management, supervisory, and administrative tasks, and 12 percent on audit tasks. In every paygrade from GS-05 to GM-15, personnel spend more time performing management, supervisory, and administrative tasks than any other duty. The least amount of time spent by any 1 paygrade in the Management, Supervisory, and Administrative duty is by GS-05s (25 percent). The pattern appears consistent for all paygrades in this survey.

ANALYSIS BY OCCUPATIONAL SERIES

An analysis was performed by examining the percentage of time spent in each duty area by personnel in most of the occupational series included in this survey. Excluded for analysis were series 1530 (Statistician) which consists of only 4 respondents and 23 other occupational series which account for only a total of 66 respondents. The following occupational series account for 1,051 survey respondents and 94 percent of the civilian survey population.

<u>SERIES</u>	<u>TITLE</u>
0343	Management Analysis
0345	Program Analysis
0501	Financial Administration and Programs
0505	Financial Management
0510	Accounting
0511	Auditing
0525	Accounting Technician
0560	Budget Analysis

The amount of time spent in each duty was directly related to the occupational series of the personnel performing the tasks. For example, Auditors (0511) spent 66 percent of their time performing tasks in the Audit duty and 20 percent in the Management, Supervisory, and Administrative duty (see Table 12). The remaining 13 percent of their time was spent in small increments in the other duties. In every case, the two duties where respondents spend the

TABLE 11
ANALYSIS BY PAYGRADE
PERCENT TIME SPENT IN DUTIES
BY MEMBERS OF CIVILIAN PAYGRADES**

GRADE	DUTY								
	MANAGEMENT, SUPERVISION, AND ADMINISTRATION	COMPUTER	GENERAL	FINANCIAL	COMPTROLLER	TRAINING	ACCOUNTING AND FINANCE	AUDIT	BUDGET
									COST AND MANAGEMENT ANALYSIS
GS-05 (N=7)	25	*	*	*	*	14	*	23	*
GS-07 (N=52)	32	*	*	*	*	21	15	*	*
GS-08 (N=9)	43	*	*	*	*	31	*	*	*
GS-09 (N=62)	34	*	*	*	*	12	11	*	11
GS-10 (N=4)	45	*	*	*	*	*	*	*	19
GS-11 (N=182)	35	*	*	*	*	11	*	17	*
GS-12 (N=415)	34	*	*	*	*	*	22	9	*
GS-13 (N=102)	35	*	*	*	*	*	18	*	*
GS-14 (N=33)	48	*	*	*	*	*	17	*	*
GS-15 (N=5)	50	*	*	*	*	*	16	*	*
GM-13 (N=146)	43	*	*	*	*	*	28	*	*
GM-14 (N=74)	50	*	*	*	*	*	19	*	*
GM-15 (N=29)	59	*	*	*	*	*	12	*	*

* Not shown - remaining time found spread among all other duties.

** Identifies duty areas where largest amount of percent time is spent accounting for nearly two-thirds or more total time spent.

TABLE 12

PERCENT TIME SPENT IN DUTIES BY MEMBERS
OF CIVILIAN OCCUPATIONAL SERIES*CIVILIAN OCCUPATIONAL SERIES

	0343	0345	0501	0505	0510	0525	0560	0511
	MANAGEMENT ANALYSIS	PROGRAM ANALYSIS	FINANCIAL MANAGEMENT AND PROGRAMS	FINANCIAL MANAGEMENT	ACCOUNTING	ACCOUNTING TECHNICIAN	BUDGET ANALYSIS	AUDITING
	N=49	N=48	N=117	N=9	N=316	N=12	N=229	N=271
DUTY								
MANAGEMENT SUPERVISION, ADMINISTRATION	40	45	40	45	52	34	32	20
COMPUTER	8	10	9	2	10	2	5	3
GENERAL FINANCIAL	8	6	10	9	7	4	11	4
COMPTROLLER	2	2	2	12	3	1	5	1
TRAINING	5	4	2	2	3	6	2	2
ACCOUNTING AND FINANCE	3	2	5	6	18	46	4	2
AUDIT	2	2	3	2	4	2	1	66
BUDGET	5	2	5	17	2	4	38	1
COST AND MANAGEMENT ANALYSIS	27	26	24	5	1	**	2	1

* Columns may not equal 100 percent due to rounding

** Less than 1 percent

majority of their time are the Management, Supervisory, and Administrative duty, along with the duty that closely corresponds to their occupational series. The data reflect the obvious. Personnel spend the majority of their time performing tasks appropriate for their occupational series.

ANALYSIS OF ALL MILITARY PERSONNEL BY AFSC

An analysis was performed by examining data for all of the AFSCs that participated in the survey. Personnel at the AFSC qualified level are spending more time performing management, supervisory, and administration tasks than those at the entry level. Likewise, those at the Staff Officer level are spending more time performing tasks in these areas than those who are not at the Staff Officer level. Conversely, those at the Staff Officer and qualified level are spending less time performing tasks in their corresponding duty. Table 14 shows that this pattern is consistent and applies to all AFSCs in this survey.

In all other AFSCs where there is no Staff Officer level, but only an entry level and qualified level, the expected patterns were found. Without exception, the qualified-level personnel spent more time performing tasks in the Management, Supervisory, and Administration duty than did the entry-level personnel, and the entry-level personnel spent more time performing specialty specific tasks.

Analysis of all AFSC 67XX (Comptroller)/69XX (Management Analysis) personnel and the amount of time they spend performing tasks in each duty revealed typical patterns. As officers progressed in rank from second lieutenant to colonel, the amount of time spent performing tasks on management, supervisory, and administrative duties steadily increased from a low of 36 percent for second lieutenants to a high of 57 percent for colonels. Another pattern that emerged indicates that the lower the rank of the personnel, the greater the amount of time spent over many duties; whereas, higher ranking personnel spend larger amounts of time over fewer duties (see Table 13). In other words, personnel become more specialized as they advance in rank. Table 14 reveals that of 674X and 69XX personnel, their largest amount of time is spent performing management, supervisory, and administration tasks, and their second largest amount of time is spent performing cost and management analysis tasks. This indicates the commonality of duties performed. Since this survey was conducted, AFSC 69XX has merged into 674X (10 October 1986).

The 27XX Acquisition DAFSC was included in the survey, but only those within Comptroller Functional Account Codes 15XX. As a result, only 14 personnel responded to the survey. Table 14 shows the majority of their time (39 percent) is spent performing management, supervisory, and administrative tasks, followed by 19 percent of their time spent performing budget tasks, 13 percent of time spent in the Cost and Management Analysis duty, with the remainder of their time, as high as 7 percent, in the other duties. Table 15

TABLE 13

AVERAGE PERCENT TIME SPENT IN
DUTIES BY MILITARY COMPTROLLEPS*

<u>DUTY</u>	<u>2D LT</u> <u>N=177</u>	<u>1ST LT</u> <u>N=156</u>	<u>CAPT</u> <u>N=433</u>	<u>MAJ</u> <u>N=153</u>	<u>LT COL</u> <u>N=159</u>	<u>COL</u> <u>N=77</u>
MANAGEMENT, SUPERVISION, ADMINISTRATION	36	37	40	49	55	57
COMPUTER	14	16	15	12	11	12
GENERAL FINANCIAL	11	12	10	10	7	6
COMPTROLLER	11	10	9	7	7	8
TRAINING	9	8	8	6	6	5
ACCOUNTING AND FINANCE	8	7	7	5	4	4
AUDIT	7	6	5	5	4	3
BUDGET	3	2	3	3	3	2
COST AND MANAGEMENT ANALYSIS	1	2	3	3	3	1

* Columns may not equal 100 percent due to rounding

TABLE 14
PERCENT TIME SPENT IN DUTIES
BY MILITARY COMPTROLLER DAFSCs*

DAFSC	DUTY								
	MANAGEMENT, SUPERVISION, AND ADMINISTRATION	COMPUTER	GENERAL FINANCIAL	COMPTROLLER	TRAINING	ACCOUNTING AND FINANCE	AUDIT	BUDGET	COST AND MANAGEMENT ANALYSIS
005X COMPTROLLER (N=131)	59	2	8	11	2	3	3	9	3
671X ACCOUNTING AND FINANCE STAFF OFFICER (N=79)	66	3	6	3	1	16	1	3	**
672X ACCOUNTING AND FINANCE OFFICER (N=137)	53	5	4	1	5	30	1	1	**
673X BUDGET OFFICER (N=258)	35	6	11	4	2	2	1	36	3
674X COST ANALYSIS OFFICER (N=132)	32	11	11	2	3	1	**	8	32
675X COMPTROLLER STAFF OFFICER (N=91)	53	7	7	6	4	2	3	14	4
678X AUDITOR (N=92)	21	4	5	1	2	1	65	**	1
679X AUDITOR, STAFF (N=73)	33	3	2	1	3	1	56	1	**
691X COST AND MANAGEMENT ANALYSIS STAFF OFFICER (N=36)	56	9	5	2	3	1	3	3	18
692X COST AND MANAGEMENT ANALYSIS OFFICER (N=109)	42	10	7	2	3	1	2	4	29
27XX ACQUISITION (N=14)	39	7	7	3	5	4	1	19	13

* Columns may not equal 100 percent due to rounding
** Less than 1 percent

TABLE 15

DAFSC 27XX - ACQUISITION (N=14)

PERCENT OF MEMBERS PERFORMING

TASK TITLE	
ATTEND MEETINGS AND CONFERENCES	100
RESPOND TO HIGHER HEADQUARTERS INQUIRIES	86
DETERMINE WORKLOAD PRIORITIES	79
SAFEGUARD CLASSIFIED MATERIAL	79
APPLY COMPUTERIZED DATA-BASED MANAGEMENT SYSTEMS	71
BRIEF VISITORS	71
OPERATE COPY MACHINES	71
DEVELOP POSITION PAPERS, POINT PAPERS, OR TALKING PAPERS	64
ANALYZE FUNDING REQUIREMENTS	64
ASSESS IMPACT OF CHANGES TO PRESIDENT'S BUDGET (PB)	64
RESPOND TO BUDGETARY INQUIRIES	64
DETERMINE DISTRIBUTION REQUIREMENTS FOR REPORTS OR OTHER CORRESPONDENCE	64
DESIGN OR DEVELOP DATA BASES	64
APPLY AUTOMATED SPREADSHEETS SOFTWARE	57
APPLY COMPUTER RETRIEVAL OR INQUIRY TECHNIQUES	57
DEVELOP POM INPUTS	57
DETERMINE FUNDED OR UNFUNDED FINANCIAL REQUIREMENTS	57
PARTICIPATE IN "WHAT IF" EXERCISES	57
ANALYZE PROGRAM OBJECTIVE MEMORANDUM (POM) REQUIREMENTS AND SUBMISSIONS	57
APPLY GRAPHICS SOFTWARE	57
EVALUATE ADEQUACY OF FUNDING BASELINES	57
ANALYZE OBLIGATION AND OUTLAY DATA	57
PLAN OR SCHEDULE SOCIAL FUNCTIONS	57
EVALUATE IMPACT OF PROGRAM BUDGET DECISIONS (PBD)	57
ANALYZE IMPACT OF PROGRAMMING PLANNING DOCUMENTS	57
PREPARE REPORTS OR OTHER CORRESPONDENCE	57
UPDATE FIVE YEAR DEFENSE PROGRAM (FYDP)	57
ANALYZE PROGRAM MANAGEMENT DOCUMENTS (SON, PMP, PMD, ETC.)	57
ASSESS PROGRAM DECISION PACKAGE (POP) IMPACT ON BUDGETS	57
RESPOND TO CONGRESSIONAL INQUIRIES	50

AVERAGE NUMBER TASKS PERFORMED: 82

shows typical tasks performed by over 50 percent of the 27XX members. Assigned throughout the Comptroller field, they perform an average of 82 tasks.

COMPARISON OF SURVEY DATA TO AFR 36-1 SPECIALTY DESCRIPTION

Survey data were compared to the most current AFR 36-1 Specialty Descriptions, which were well supported by survey data for the following AFSCs:

0051/0056	Comptroller
6731/6736	Budget Officer
6751/6756	Comptroller Staff Officer
6781/6784	Auditor
6791/6796	Staff Auditor
6911/6916	Cost and Management Analysis Staff Officer
6921/6924	Cost and Management Analysis Officer

The specialty descriptions for the three remaining AFSCs, 674X (Cost Analysis), 671X (Accounting and Finance Staff Officer), and 672X (Accounting and Finance Officer) were also well supported by survey data; however, 87 percent of Cost Analysis Officers (AFSC 674X) are performing tasks in the Computer duty, as well as spending 11 percent of their time performing these tasks. Typical computer tasks for these personnel are as follows:

- design or develop computer applications
- develop applications for standard computer software
- determine requirements for computer applications
- serve as staff consultant for computer program, design, implementation, or operation
- apply automated spreadsheet software
- apply computer retrieval or inquiry techniques
- apply graphics software
- apply computerized data-base management systems

Considering the importance of these responsibilities, mention should be made of them in the appropriate AFR 36-1 Specialty Description.

Forty percent of the 671X (Accounting and Finance Staff Officer) and 60 percent of the 672X (Accounting and Finance Officer) personnel perform tasks that involve resolving accounting and finance customer complaints and responding to accounting and finance customer inquiries concerning the survivor benefit program, pay, and other issues such as leave. These functions should also be reflected in the appropriate specialty description.

TRAINING ANALYSIS

Occupational survey data are used to review Plans Of Instruction (POI) for resident training courses. A major factor considered is the percent of AFSC personnel of any rank performing tasks matched to the POI learning objectives, but of particular importance are those with 1-48 months time in career field (TICF). Using percent members performing and TE data given for each task provides training personnel with a basis for making definitive training decisions. Computer products were created listing the POI learning objectives, tasks matched to each objective, percent of group members performing each task, and TE ratings for each task. The products were examined to identify objectives matched to tasks having more than 30 percent members performing. ATCR 55-22, Occupational Analysis, Attachment 1, is provided as a guide and explains that tasks having greater than 30 percent members performing warrant consideration for inclusion in training documents, such as the POI. Tasks performed by less than 30 percent of members are usually not included in training documents, except for those with high TE ratings and when training managers determine the tasks should be part of the curriculum. The training analysis was directed at the four main functional areas of Budget, Accounting and Finance, Cost, and Audit for the Comptroller career field. The analysis for each POI is addressed individually.

Analysis of Audit Plan of Instruction (POI)

Based on assistance from training personnel at Norton AFB, the 18 December 1985 POI for the Professional Audit Training School (AFSC 6784), was matched with survey task statements and a computer printout was generated displaying the results. This data shows TE and percent members performing data for first 4 years in career field (1-48 month TICF) personnel. TE inter-rater reliability (agreement among raters) was .97, indicating a very high agreement among raters. The TE mean equals .72, with a standard deviation of 1.30. Therefore, TE is considered to be high at 2.02 or above for the Audit personnel tasks. Of the 91 objectives in the POI, 63 are well supported by 1 or more tasks with high TE and 30 percent or more members performing within 1-48 months TICF personnel. The remaining 28 objectives are unreferenced to tasks and, therefore, unsupported by task performance data. Some of these unsupported objectives deal with training and career development, budget, ethics, and new age thinking. Training managers should evaluate these objectives to determine if they should continue to remain in the POI.

Twenty-three tasks performed by 30 percent or more members of the 1-48 month TICF group and receiving high TE ratings were not matched to any portion of the entry course POI. Table 16 displays these tasks for training management review. Some tasks may warrant inclusion based on percent performing data and high TE ratings. Some tasks receiving very high TE ratings were related to computer applications, such as applying computer retrieval or inquiry techniques, statistical sampling methods, and statistical package software. Other tasks included preparing potential monetary benefit statements, advising commanders of scheduled audits, and releasing audit reports

TABLE 16

AUDIT TASKS NOT REFERENCED

TASKS WITH HIGH TE AND 30 PERCENT OR MORE
MEMBERS FOR 678X/679X PERSONNEL (N=77)

TRAINING EMPHASIS (TE)

1-48 MONTH PERCENT MEMBERS PERFORMING

TITLE

APPLY STATISTICAL SAMPLING METHODS	70	5.71
PREPARE POTENTIAL MONETARY BENEFIT STATEMENTS	68	5.58
ADVISE COMMANDERS OF SCHEDULED AUDITS	65	2.75
PERFORM INTERNAL CONTROL REVIEWS	60	4.89
PREPARE REPORTS OR OTHER CORRESPONDENCE	58	3.58
DIRECT, AS AUDITOR IN CHARGE (AIC) THE WORK OF OTHER AUDITORS	57	3.44
APPLY WORD PROCESSING SOFTWARE	56	3.84
ADVISE COMMANDERS ON AUDIT RELATED MATTERS	56	3.02
ASSIST AUDIT MANAGERS IN RESOLVING AUDIT PROBLEMS	55	3.80
PERFORM INDEPENDENT CASH VERIFICATIONS	53	3.54
COORDINATE OR PROPOSE PROSPECTIVE AUDIT ISSUES	53	2.09
RELEASE AUDIT REPORTS TO MANAGEMENT FOR COMMENTS	51	3.04
PREPARE AFAA FORMS 305 (INDIVIDUAL RESOURCE EXPENDITURE WORKSHEET)	49	3.31
ANALYZE AUDIT, INSPECTION, INTERNAL OR EXTERNAL REVIEW FINDINGS OR RECOMMENDATIONS	48	3.20
SAFEGUARD CLASSIFIED MATERIAL	47	4.62
REVIEW DOCUMENTATION FOR COMPLIANCE WITH LAWS OR DIRECTIVES	43	2.93
APPLY COMPUTER RETRIEVAL OR INQUIRY TECHNIQUES	40	6.55
APPLY STATISTICAL PACKAGE SOFTWARE	40	5.69
APPLY AUTOMATED SPREADSHEETS SOFTWARE EXTERNAL REVIEW; FINDINGS OR RECOMMENDATIONS	39	5.53
ANALYZE PERFORMANCE DATA ON MANAGEMENT INDICATORS	38	3.07
ESTABLISH OR MONITOR SUSPENSES FOR MANAGEMENT RESPONSES TO DRAFT AUDIT REPORTS	38	2.89
ANALYZE FINANCIAL DATA TO IDENTIFY TRENDS OR DEVIATIONS, SUCH AS EXCESSIVE EXPENDITURES	35	3.25
REVIEW AND EDIT DRAFT AUDIT REPORTS	34	2.44

TE MEAN = .72 and S.D. = 1.30 (High TE = 2.02 and above)

to management for comments. Review of the Training Extract, which lists tasks matched and not matched to the POI, should be accomplished by training managers for their consideration in identifying additional modifications or refinements needed to enhance effectiveness of course documents and the entry-level training course.

Analysis of Budget Plan of Instruction (POI)

Based on assistance from training personnel at Sheppard AFB, the J30BR6731, Budget Officer POI (dated 9 January 1985), was matched with survey task statements, and a computer printout was generated displaying the results of this process. Information furnished shows TE and percent members performing data for the first 4 years in career field (1-48 months TICF) personnel.

TE interrater reliability (agreement among raters) was .98, indicating a very high agreement among raters. The TE mean equals 1.15, with a standard deviation of 1.71. Therefore, TE is considered to be high at 2.86 or above for Budget personnel tasks.

Of the 25 objectives in the POI, 16 are well supported by 1 or more tasks with high TE and 30 percent or more members performing in the 1-48 months TICF. Some of these objectives deal with identifying the functions and responsibilities of the budget office, using "call" instructions, resource advisor inputs, and other pertinent guidance to formulate and submit a financial plan, and describe the fund distribution process at base level.

The remaining nine objectives are unreferenced to tasks and are, therefore, unsupported by task performance data. Some of these objectives deal with operating specialized equipment and applying software to convert a manual exercise into a computer-generated product, explaining the purpose of operating budgets and financial plans, and explaining the material program including the development of fund requirements. Training managers should review these objectives to determine if they should continue to remain in the POI.

Some tasks performed by 30 percent or more of the 1-48 months TICF personnel and receiving high TE ratings were not matched to any portion of the entry course POI. Table 17 displays tasks for course developer review.

Review of this list of tasks and the complete POI match may suggest modifications or refinements needed to enhance the effectiveness of the entry-level training course.

Analysis of Accounting and Finance Plan of Instruction (POI)

Based on assistance from training personnel at Sheppard AFB, the J30BR6721, Accounting and Finance Officer POI (dated 19 March 1985), was matched with survey task statements and a computer printout was generated displaying the results of this process. Information furnished includes TE and

TABLE 17

BUDGET TASKS NOT REFERENCED

TASKS WITH HIGH TE AND 30 PERCENT OR
MORE MEMBERS FOR 673X PERSONNEL (N=83)

TRAINING EMPHASIS (TE)

1-48 MONTH PERCENT MEMBERS PERFORMING

TITLE

PREPARE, COORDINATE, OR JUSTIFY BUDGET ESTIMATES	74	5.65
APPLY AUTOMATED SPREADSHEET SOFTWARE	68	5.78
PREPARE REPORTS OR OTHER CORRESPONDENCE	61	3.46
APPLY WORD PROCESSING SOFTWARE	58	3.26
ANALYZE FINANCIAL DATA TO IDENTIFY TRENDS OR DEVIATIONS, SUCH AS EXCESSIVE EXPENDITURES	54	6.30
COMPARE ACTUAL COST (EXPENSE) DATA TO BUDGET DATA	51	5.07
DEVELOP OR UPDATE SELF-INSPECTION CHECKLISTS	47	3.41
DETERMINE WORKLOAD PRIORITIES	46	4.07
PARTICIPATE IN "WHAT IF" EXERCISES	45	3.17
DEVELOP POSITION PAPERS, POINT PAPERS, OR TALKING PAPERS	43	4.65
PROVIDE FINANCIAL ANALYSIS SUPPORT	42	4.28
INTERPRET FINANCIAL POLICIES AND GUIDANCE	39	4.80
APPLY COMPUTER RETRIEVAL OR INQUIRY TECHNIQUES	37	5.96
COUNSEL PERSONNEL ON MILITARY, CAREER, OR PERSONAL MATTERS	33	3.26
APPLY GRAPHICS SOFTWARE	31	4.83

TE MEAN = 1.15 and S.D. = 1.71 (High TE = 2.86 and above)

percent members performing data for the first 4 years in the career field (1-48 months TICF) personnel. Data were analyzed for all Accounting and Finance Officers of AFSCs 671X/672X.

TE interrater reliability (agreement among raters) was .96, indicating a very high agreement among raters. The TE mean equals 1.34, with a standard deviation of 1.49. Therefore, TE is considered to be high at 2.83 or above for Accounting and Finance personnel tasks.

Of the 63 objectives in the POI, there are only 18 that are supported by 1 or more tasks with a high TE and 30 percent or more members performing. Some of the areas well supported are military pay, travel, and pay and collecting. There are also 19 objectives that have tasks with a high TE referenced to them, but less than 30 percent of the members performing those tasks. Some of these objectives deal with civilian pay, military pay, accounts control area, and management functions and responsibilities.

Other sections of the POI include 22 objectives that have no tasks referenced or matched to them. The areas with the highest number of unreferenced objectives are material, management functions and responsibilities, and commercial services.

Table 18 displays tasks that have a high TE and are performed by 30 percent or more members of AFSCs 671X/672X, yet were not referenced to objectives in the POI. Some of these tasks may warrant inclusion in the POI.

Training managers need to critically evaluate all objectives to consider those POI objectives that should remain, be added, or be deleted. Review of this list of tasks and the complete POI match provided in the Training Extract should assist in determining additional modifications or refinements needed to enhance the effectiveness of the entry-level training course.

Cost Analysis Plan of Instruction (POI)

Based on assistance from training personnel at Sheppard AFB, the J30BR6921, Cost and Management Analysis Officer POI (dated 1 October 1985) was matched with survey task statements and a computer printout was generated displaying the results of this process. Information furnished includes TE and percent members performing data for the first 4 years in career field (1-48 months TICF) consisting of the 674X/69XX Cost Analysis personnel.

TE interrater reliability (agreement among raters) was .98, indicating a very high agreement among raters. The TE mean equals 1.10, with a standard deviation of 1.68. Therefore, TE is considered to be high at 2.78 or above for Cost Analysis personnel tasks.

Of the 43 objectives in the POI, 22 were well supported by tasks with a high TE and 30 percent or more of the members performing. There were an additional four objectives that were partially supported, since they had

TABLE 18

ACCOUNTING AND FINANCE TASKS NOT REFERENCED

TASKS WITH HIGH TE AND 30 PERCENT
OR MORE MEMBERS FOR 671X/672X PERSONNEL (N=87)

TRAINING EMPHASIS (TE)

1-48 MONTH PERCENT MEMBERS PERFORMING

TITLE

COUNSEL PERSONNEL CONCERNING PERFORMANCE DEFICIENCIES OR DISCIPLINARY ACTIONS	62	6.11
PREPARE ARTICLES FOR NEWSLETTERS, MAGAZINES OR OTHER PUBLICATIONS	62	3.67
ANALYZE AUDIT, INSPECTION, INTERNAL, OR EXTERNAL REVIEW FINDINGS OR RECOMMENDATIONS	59	5.28
PREPARE REPORTS OR OTHER CORRESPONDENCE	58	3.67
PARTICIPATE IN MOBILITY PROCESSING	56	3.72
PUBLICIZE SUREPAY	55	3.82
ANALYZE PERFORMANCE DATA OR MANAGEMENT INDICATORS	54	6.12
DETERMINE WORKLOAD PRIORITIES	52	4.51
RESPOND TO HIGHER HEADQUARTERS INQUIRIES	51	3.54
REQUEST GUIDANCE FROM HIGHER HEADQUARTERS	48	3.21
DRAFT MANAGEMENT RESPONSES TO AUDIT, INSPECTION, INTERNAL, OR EXTERNAL REVIEW FINDINGS OR RECOMMENDATIONS	46	3.74
DEVELOP POSITION PAPERS, POINT PAPERS, OR TALKING PAPERS	43	3.91
DEVELOP OR UPDATE SELF-INSPECTION CHECKLISTS	40	4.44
ESTABLISH, TRACK, AND REPORT STATUS OR MANAGEMENT INDICATORS	40	4.21
PERFORM INTERNAL CONTROL REVIEWS	39	4.93
PREPARE RESPONSES TO AUDIT, INSPECTION, INTERNAL, OR EXTERNAL REVIEW FINDINGS OR RECOMMENDATIONS	39	3.19
ADMINISTER PERSONNEL FINANCIAL MANAGEMENT PROGRAM (PFMP)	38	4.65
RECONCILE CHECK AND BOND AMOUNTS	30	4.51
SAFEGUARD CLASSIFIED MATERIAL	31	3.23

TE MEAN = 1.34 and S.D. = 1.49 (High TE = 2.83 and above)

referenced tasks with a high TE, but less than 30 percent members performing. Therefore, 26 of 43 objectives are either fully or partially supported and cover the 5 major areas of the course.

The remaining 17 objectives are from 4 major areas of the course, and have no tasks referenced to them. Most of these objectives are knowledge based and require the student to state, explain, or identify. Training managers should review these POI objectives to determine those that should remain or be deleted.

Table 19 displays tasks with high TE and 30 percent or more of the 1-48 month TICF members performing which are tasks not matched to objectives in the POI. Review of this list of tasks and the complete POI match provided in the Training Extract may suggest additional modifications or refinements needed to enhance the effectiveness of entry-level training.

Summary

The POI for each course is supported in varying degrees. The Audit course has the strongest support because of the high number of learning objectives that are supported by more than one task with high TE and 30 percent or more personnel performing the tasks. Budget, Cost Analysis, and the Accounting and Finance officer course POIs were also supported by survey data, but not as substantially as the Audit POI. All course POIs require a comprehensive review by training managers to enhance effectiveness and efficiency of course control documents and entry-level courses.

SUMMARY/IMPLICATIONS

Analysis of the survey data identified 7 clusters, 28 jobs within these clusters, and 3 independent job types. The four functional areas of Budget, Accounting and Finance, Cost, and Audit were identified as clearly separate and distinct from the others by virtue of the tasks performed and the time spent in duties. Of the 2,276 personnel in the survey, 92 percent were accounted for in the clusters and various jobs. Eight percent of the survey population were sufficiently diversified in the tasks they performed that they did not group together in any specific job.

Military personnel at the AFSC qualified and staff officer levels are following expected patterns, spending more time performing management, supervisory, and administrative tasks than do entry-level personnel. In AFSCs where no staff officer level exists, but only entry-level and qualified-level personnel, the qualified-level personnel spend more time performing management, supervisory, and administrative tasks, and entry-level personnel spend more time performing specialty specific tasks.

TABLE 19

COST ANALYSIS TASKS NOT REFERENCED

TASKS WITH HIGH TE AND 30 PERCENT OR MORE
MEMBERS FOR 674X/69XX PERSONNEL (N=146)

TRAINING EMPHASIS (TE)

1-48 MONTH PERCENT MEMBERS PERFORMING

TITLE

DOCUMENT ANALYSIS AND STUDIES	47	6.48
DETERMINE WORKLOAD PRIORITIES	45	4.83
EVALUATE COST OR MANAGEMENT ANALYSIS STUDIES	44	6.76
DEVELOP CONTINUITY FOLDERS	44	5.63
RESPOND TO INQUIRES ON COST AND MANAGEMENT ANALYSIS STUDIES AND ESTIMATES	37	4.96
ANALYZE FINANCIAL DATA TO IDENTIFY TRENDS OR DEVIATIONS SUCH AS EXCESSIVE EXPENDITURES	36	5.43
REVIEW ECONOMIC RESOURCE IMPACT STATEMENT (ERIS)	35	5.81
DEVELOP OR UPDATE SELF-INSPECTION CHECKLISTS	35	4.35
PREPARE ARTICLES FOR NEWSLETTERS, MAGAZINES OR OTHER PUBLICATIONS	34	3.26
DEVELOP AND MAINTAIN COST AND MANAGEMENT ANALYSIS CHARTERS	32	4.91
DETERMINE REQUIREMENTS FOR COMPUTER APPLICATIONS	31	3.41
PROVIDE FINANCIAL ANALYSIS SUPPORT	31	2.83

TE MEAN = 1.10 and S.D. = 1.68 (High TE = 2.78 and above)

Data for AFSCs 674X, (Cost Analysis Officer), 691X (Cost and Management Analysis Staff Officer), and 692X (Cost and Management Analysis Officer) indicates the greater percent of their time is spent performing tasks in the same duties. Since the survey was conducted, AFSC 69XX has merged into 674X.

Analyses for civilian job series indicate that civilians are performing tasks appropriate for their series and equivalent military AFSC. They follow a typical pattern of spending more time performing technical tasks at the lower paygrades and more time performing management, supervisory, and administrative tasks at the higher paygrades.

Overall satisfaction indicators for the Comptroller career field are moderate to high, being in the moderate range for second lieutenants and first lieutenants, while steadily rising to the high levels with progression in rank. Survey data does not indicate any serious overall job dissatisfaction for the Comptroller career field.

Current AFR 36-1 Specialty Descriptions for all Comptroller AFSCs were well supported by survey data, except for AFSCs 674X (Cost Analysis Officers), 671X (Accounting and Finance Staff Officer) and 672X (Accounting and Finance Officer). Cost Analysis Officers (694X) require additions to their AFR 36-1 description to reflect their involvement with computer-related tasks. Accounting and Finance personnel (671X/672X) require additions to reflect their involvement in resolving accounting and finance customer complaints and responding to customer inquiries (survivor benefit program, pay, leave, etc.).

Analysis of training reveals the POI for each functional area is generally supported by survey data. Audit had the strongest support, followed by Budget, then Cost, then Accounting and Finance. However, training managers need to review those objectives within each POI that are unsupported or not referenced to tasks actually performed to consider if those objectives should remain in the POI.

APPENDIX A

TABLE A1

GROUP ID NUMBER AND TITLE: GRP123, BUDGET CLUSTER

GROUP SIZE: 501

PERCENT OF SAMPLE: 22%

NUMBER OF MILITARY: 282

NUMBER OF CIVILIANS: 219

AVERAGE NUMBER TASKS PERFORMED: 118

AVERAGE NUMBER SUPERVISED: 2

THE FOLLOWING ARE IN DESCENDING ORDER OF PERCENT MEMBER PERFORMING:

TASKS	PERCENT MEMBERS PERFORMING
A28 ATTEND MEETINGS AND CONFERENCES	93
H654 ANALYZE FUNDING REQUIREMENTS	90
A98 EVALUATE STATUS OF BUDGET EXPENDITURES	87
H658 ANALYZE PROGRAMS TO DETERMINE STATUS OF FUNDS	83
A163 PREPARE, COORDINATE, OR JUSTIFY BUDGET ESTIMATES	82
H731 RESPOND TO BUDGETARY INQUIRIES	79
A116 OPERATE COPY MACHINES	78
H655 ANALYZE OBLIGATION AND OUTLAY DATA	78
H676 DETERMINE FUNDED OR UNFUNDED FINANCIAL REQUIREMENTS	78
H716 PREPARE OR PRESENT FINANCIAL STATUS BRIEFINGS	77
A176 RESPOND TO HIGHER HEADQUARTERS INQUIRIES	76
A78 DEVELOP POSITION PAPERS, POINT PAPERS, OR TALKING PAPERS	76
C213 ANALYZE FINANCIAL DATA TO IDENTIFY TRENDS OR DEVI- TIONS, SUCH AS EXCESSIVE EXPENDITURES	75
H674 DEFEND BUDGET ESTIMATES	74
H649 ADJUST FUNDING	74
C224 COMPARE ACTUAL COST (EXPENSE) DATA TO BUDGET DATA	74
C266 REVIEW UNFUNDED REQUIREMENTS AND RECOMMEND SOURCES OF FUNDS	73
H692 EVALUATE DOCUMENTATION FOR BUDGET JUSTIFICATIONS	73
H703 INTERPRET "CALL" INSTRUCTIONS	73
A153 PREPARE REPORTS OR OTHER CORRESPONDENCE	72
H700 EXECUTE APPROVED BUDGETS	71
H667 COMPARE FORECASTS TO ACTUALS (UTILITIES, FLYING HOURS, ETC.)	71
C265 RESOLVE FUNDING ISSUES	71
H720 PROVIDE GUIDANCE FOR BUDGET EXECUTION	71
H690 EVALUATE ADEQUACY OF FUNDING BASELINES	70
H709 PREPARE AND JUSTIFY BUDGET ESTIMATES	70
H710 PREPARE AND SUBMIT BUDGET-RELATED REPORTS	70
C241 INTERPRET FINANCIAL POLICIES AND GUIDANCE	68
A173 REQUEST GUIDANCE FROM HIGHER HEADQUARTERS	68
H712 PREPARE BUDGET SUBMISSIONS AND ACCOMPANYING JUSTIFI- CATION DOCUMENTS (EXHIBITS, COMMANDERS STATEMENTS)	67

TABLE A2

GROUP ID NUMBER AND TITLE: GRP1000, BUDGET CHIEFS

GROUP SIZE: 207

PERCENT OF SAMPLE: 9%

NUMBER OF MILITARY: 99

NUMBER OF CIVILIANS: 108

AVERAGE NUMBER TASKS PERFORMED: 127

AVERAGE NUMBER SUPERVISED: 2

THE FOLLOWING ARE IN DESCENDING ORDER OF PERCENT MEMBER PERFORMING:

TASKS	PERCENT MEMBERS PERFORMING
H654 ANALYZE FUNDING REQUIREMENTS	98
H658 ANALYZE PROGRAMS TO DETERMINE STATUS OF FUNDS	96
A98 EVALUATE STATUS OF BUDGET EXPENDITURES	96
A28 ATTEND MEETINGS AND CONFERENCES	96
H700 EXECUTE APPROVED BUDGETS	95
H676 DETERMINE FUNDED OR UNFUNDED FINANCIAL REQUIREMENTS	95
H720 PROVIDE GUIDANCE FOR BUDGET EXECUTION	95
H701 EXECUTE FISCAL YEAR CLOSEOUTS	95
H703 INTERPRET "CALL" INSTRUCTIONS	95
C266 REVIEW UNFUNDED REQUIREMENTS AND RECOMMEND SOURCES OF FUNDS	92
H649 ADJUST FUNDING	92
H716 PREPARE OR PRESENT FINANCIAL STATUS BRIEFINGS	91
H692 EVALUATE DOCUMENTATION FOR BUDGET JUSTIFICATIONS	91
A163 PREPARE, COORDINATE, OR JUSTIFY BUDGET ESTIMATES	90
H710 PREPARE AND SUBMIT BUDGET-RELATED REPORTS	90
H731 RESPOND TO BUDGETARY INQUIRIES	89
H709 PREPARE AND JUSTIFY BUDGET ESTIMATES	89
H693 EVALUATE FISCAL YEAR CLOSEOUT INSTRUCTIONS	89
H712 PREPARE BUDGET SUBMISSIONS AND ACCOMPANYING JUSTIFICATION DOCUMENTS (EXHIBITS, COMMANDERS STATEMENTS)	88
H699 EVALUATE PRIORITIES OF FUNDED OR UNFUNDED BUDGET REQUIREMENTS	87
H651 ALLOCATE FUNDS	87
A176 RESPOND TO HIGHER HEADQUARTERS INQUIRIES	87
C224 COMPARE ACTUAL COST (EXPENSE) DATA TO BUDGET DATA	86
A173 REQUEST GUIDANCE FROM HIGHER HEADQUARTERS	86
H655 ANALYZE OBLIGATION AND OUTLAY DATA	85
H674 DEFEND BUDGET ESTIMATES	85
A116 OPERATE COPY MACHINES	85
D286 PROVIDE GUIDANCE FOR BUDGET EXECUTION	85
H667 COMPARE FORECASTS TO ACTUALS (UTILITIES, FLYING HOURS, ETC.)	85
C213 ANALYZE FINANCIAL DATA TO IDENTIFY TRENDS OR DEVIATIONS, SUCH AS EXCESSIVE EXPENDITURES	84

TABLE A3

GROUP ID NUMBER AND TITLE: GRP777, PENTAGON BUDGET ANALYSTS
 GROUP SIZE: 36 PERCENT OF SAMPLE: 1.6%
 NUMBER OF MILITARY: 21 NUMBER OF CIVILIANS: 15
 AVERAGE NUMBER TASKS PERFORMED: 106 AVERAGE NUMBER SUPERVISED: 1

THE FOLLOWING ARE IN DESCENDING ORDER OF PERCENT MEMBER PERFORMING:

TASKS	PERCENT MEMBERS PERFORMING
H731 RESPOND TO BUDGETARY INQUIRIES	100
H696 EVALUATE IMPACT OF PROGRAM BUDGET DECISIONS (PBD)	97
H662 ASSESS IMPACT OF CHANGES TO PRESIDENT'S BUDGET (PB)	97
A78 DEVELOP POSITION PAPERS, POINT PAPERS, OR TALKING PAPERS	97
C242 PARTICIPATE IN "WHAT IF" EXERCISES	97
A175 RESPOND TO CONGRESSIONAL INQUIRIES	97
H706 PARTICIPATE IN PROGRAM OR BUDGET EXERCISES (A1, B1, ETC.)	94
H654 ANALYZE FUNDING REQUIREMENTS	94
C239 EVALUATE THE IMPACT OF CONGRESSIONAL BUDGETARY ACTIONS	94
H674 DEFEND BUDGET ESTIMATES	92
H692 EVALUATE DOCUMENTATION FOR BUDGET JUSTIFICATIONS	92
A98 EVALUATE STATUS OF BUDGET EXPENDITURES	92
H655 ANALYZE OBLIGATION AND OUTLAY DATA	92
H657 ANALYZE PROGRAM OBJECTIVE MEMORANDUM (POM) REQUIREMENTS AND SUBMISSIONS	92
A28 ATTEND MEETINGS AND CONFERENCES	92
C213 ANALYZE FINANCIAL DATA TO IDENTIFY TRENDS OR DEVIATIONS, SUCH AS EXCESSIVE EXPENDITURES	89
H730 REQUEST CHANGES TO PBD	89
C240 INTERPRET FINANCIAL IMPLICATIONS OF CONGRESSIONAL LANGUAGE AND PUBLIC LAW	89
A116 OPERATE COPY MACHINES	89
H709 PREPARE AND JUSTIFY BUDGET ESTIMATES	86
A123 PARTICIPATE IN HIGHER HEADQUARTERS FINANCIAL REVIEWS	86
H732 REVIEW BUDGET EXECUTION REPORTS	86
H664 ASSESS PROGRAM DECISION PACKAGE (PDP) IMPACT ON BUDGETS	83
H676 DETERMINE FUNDED OR UNFUNDED FINANCIAL REQUIREMENTS	83
H661 APPLY INFLATION FACTORS TO BUDGET PROGRAM DATA	83
A180 SAFEGUARD CLASSIFIED MATERIAL	83
A12 ANALYZE IMPACT OF PROGRAMMING PLANNING DOCUMENTS	83
C224 COMPARE ACTUAL COST (EXPENSE) DATA TO BUDGET DATA	81
H658 ANALYZE PROGRAMS TO DETERMINE STATUS OF FUNDS	81
C241 INTERPRET FINANCIAL POLICIES AND GUIDANCE	81

TABLE A4

GROUP ID NUMBER AND TITLE: GRP903, PROGRAM BUDGET OFFICERS
 GROUP SIZE: 18 PERCENT OF SAMPLE: 0.79%
 NUMBER OF MILITARY: 11 NUMBER OF CIVILIANS: 7
 AVERAGE NUMBER TASKS PERFORMED: 105 AVERAGE NUMBER SUPERVISED: 2

THE FOLLOWING ARE IN DESCENDING ORDER OF PERCENT MEMBER PERFORMING:

TASKS	PERCENT MEMBERS PERFORMING
H702 FORECAST COMMITMENTS, OBLIGATIONS, REIMBURSEMENTS, EXPENDITURES, AND COLLECTIONS	100
H716 PREPARE OR PRESENT FINANCIAL STATUS BRIEFINGS	100
C213 ANALYZE FINANCIAL DATA TO IDENTIFY TRENDS OR DEVIATIONS, SUCH AS EXCESSIVE EXPENDITURES	100
A98 EVALUATE STATUS OF BUDGET EXPENDITURES	100
A16 ANALYZE PROGRAM MANAGEMENT DOCUMENTS (SON, PMP, PMD, ETC.)	100
H658 ANALYZE PROGRAMS TO DETERMINE STATUS OF FUNDS	94
H654 ANALYZE FUNDING REQUIREMENTS	94
H657 ANALYZE PROGRAM OBJECTIVE MEMORANDUM (POM) REQUIREMENTS AND SUBMISSIONS	94
C224 COMPARE ACTUAL COST (EXPENSE) DATA TO BUDGET DATA	94
H662 ASSESS IMPACT OF CHANGES TO PRESIDENT'S BUDGET (PB)	94
H649 ADJUST FUNDING	94
H700 EXECUTE APPROVED BUDGETS	89
A163 PREPARE, COORDINATE, OR JUSTIFY BUDGET ESTIMATES	89
H731 RESPOND TO BUDGETARY INQUIRIES	89
H655 ANALYZE OBLIGATION AND OUTLAY DATA	89
A28 ATTEND MEETINGS AND CONFERENCES	89
H676 DETERMINE FUNDED OR UNFUNDED FINANCIAL REQUIREMENTS	89
H690 EVALUATE ADEQUACY OF FUNDING BASELINES	89
H664 ASSESS PROGRAM DECISION PACKAGE (PDP) IMPACT ON BUDGETS	89
A12 ANALYZE IMPACT OF PROGRAMMING PLANNING DOCUMENTS	89
H694 EVALUATE FORECASTS FOR COMMITMENTS, OBLIGATIONS, REIM- BURSEMENTS, EXPENDITURES, AND COLLECTIONS	83
C259 PROVIDE FINANCIAL ANALYSIS SUPPORT	83
H709 PREPARE AND JUSTIFY BUDGET ESTIMATES	83
H674 DEFEND BUDGET ESTIMATES	83
H715 PREPARE OBLIGATIONS OR OUTLAY PLANS	83
A176 RESPOND TO HIGHER HEADQUARTERS INQUIRIES	83
H696 EVALUATE IMPACT OF PROGRAM BUDGET DECISIONS (PBD)	83
H650 ADMINISTER PRIOR-YEAR FUNDS	83
A123 PARTICIPATE IN HIGHER HEADQUARTERS FINANCIAL REVIEWS	83
C242 PARTICIPATE IN "WHAT IF" EXERCISES	78

TABLE A5

GROUP ID NUMBER AND TITLE: GRP455, BUDGET MANAGERS

GROUP SIZE: 59

PERCENT OF SAMPLE: 3%

NUMBER OF MILITARY: 32

NUMBER OF CIVILIANS: 27

AVERAGE NUMBER TASKS PERFORMED: 244

AVERAGE NUMBER SUPERVISED: 4

THE FOLLOWING ARE IN DESCENDING ORDER OF PERCENT MEMBER PERFORMING:

TASKS	PERCENT MEMBERS PERFORMING
A28 ATTEND MEETINGS AND CONFERENCES	97
A78 DEVELOP POSITION PAPERS, POINT PAPERS, OR TALKING PAPERS	97
C265 RESOLVE FUNDING ISSUES	95
A63 DETERMINE WORKLOAD PRIORITIES	95
D270 ADVISE COMMANDERS ON FINANCIAL MATTERS	93
A153 PREPARE REPORTS OR OTHER CORRESPONDENCE	93
A98 EVALUATE STATUS OF BUDGET EXPENDITURES	93
A163 PREPARE, COORDINATE, OR JUSTIFY BUDGET ESTIMATES	92
D286 PROVIDE GUIDANCE FOR BUDGET EXECUTION	92
C224 COMPARE ACTUAL COST (EXPENSE) DATA TO BUDGET DATA	92
A30 BRIEF VISITORS	92
A11 ANALYZE AUDIT, INSPECTION, INTERNAL, OR EXTERNAL REVIEW FINDINGS OR RECOMMENDATIONS	92
A60 DETERMINE DISTRIBUTION REQUIREMENTS FOR REPORTS OR OTHER CORRESPONDENCE	92
C266 REVIEW UNFUNDED REQUIREMENTS AND RECOMMEND SOURCES OF FUNDS	90
D290 PROVIDE GUIDANCE FOR PREPARATION OR SUBMISSION OF BUD- GETS OR FINANCIAL PLANS	90
A176 RESPOND TO HIGHER HEADQUARTERS INQUIRIES	90
D287 PROVIDE GUIDANCE FOR DEVELOPMENT OF POLICIES AND PROCE- DURES	88
A182 TASK SUBORDINATES TO PERFORM STAFF STUDIES OR REVIEWS	88
A83 DRAFT MANAGEMENT RESPONSES TO AUDIT, INSPECTION, INTER- NAL, OR EXTERNAL REVIEW FINDINGS OR RECOMMENDATIONS	88
A38 COORDINATE DIRECTIVES, REGULATIONS, OR OIS	88
A19 APPROVE LEAVE SCHEDULES	88
C213 ANALYZE FINANCIAL DATA TO IDENTIFY TRENDS OR DEVIATIONS, SUCH AS EXCESSIVE EXPENDITURES	86
H700 EXECUTE APPROVED BUDGETS	86
H716 PREPARE OR PRESENT FINANCIAL STATUS BRIEFINGS	86
H75 DEVELOP PLANS FOR IMPLEMENTING ORGANIZATIONAL GOALS	86
A32 CHAIR MEETINGS AND CONFERENCES (STAFF, CFC, ETC.)	86
A155 PREPARE RESPONSES TO AUDIT, INSPECTION, INTERNAL, OR EXTERNAL REVIEW FINDINGS OR RECOMMENDATIONS	86
A112 JUSTIFY PERSONNEL REQUIREMENTS	86
A42 COORDINATE MANAGEMENT RESPONSES TO AUDIT, INSPECTION, OR OTHER EXTERNAL REVIEW FINDINGS OR RECOMMENDATIONS	86
H654 ANALYZE FUNDING REQUIREMENTS	85

TABLE A6

GROUP ID NUMBER AND TITLE: CRP380, BUDGET AND DEPUTY BUDGET OFFICERS
 GROUP SIZE: 19 PERCENT OF SAMPLE: .7%
 NUMBER OF MILITARY: 15 NUMBER OF CIVILIANS: 4
 AVERAGE NUMBER TASKS PERFORMED: 65 AVERAGE NUMBER SUPERVISED: 2

THE FOLLOWING ARE IN DESCENDING ORDER OF PERCENT MEMBER PERFORMING:

TASKS	PERCENT MEMBERS PERFORMING
A121 PARTICIPATE IN FINANCIAL MANAGEMENT BOARD (FMB) MEETINGS	100
H654 ANALYZE FUNDING REQUIREMENTS	100
A122 PARTICIPATE IN FINANCIAL WORKING GROUP (FWG) MEETINGS	95
H727 RECORD MINUTES OF FINANCIAL MEETINGS (FMB, FWG, ETC.)	95
H700 EXECUTE APPROVED BUDGETS	89
H707 PLAN FINANCIAL MEETINGS (FMB, FWG, ETC.)	89
A28 ATTEND MEETINGS AND CONFERENCES	89
H658 ANALYZE PROGRAMS TO DETERMINE STATUS OF FUNDS	84
H703 INTERPRET "CALL" INSTRUCTIONS	84
H649 ADJUST FUNDING	79
H669 CONDUCT RESOURCE MANAGEMENT SYSTEM (RMS) TRAINING	74
H712 PREPARE BUDGET SUBMISSIONS AND ACCOMPANYING JUSTIFI- CATION DOCUMENTS (EXHIBITS, COMMANDERS STATEMENTS)	74
B186 APPLY AUTOMATED SPREADSHEETS SOFTWARE	74
H667 COMPARE FORECASTS TO ACTUALS (UTILITIES, FLYING HOURS, ETC.)	74
H701 EXECUTE FISCAL YEAR CLOSEOUTS	74
H716 PREPARE OR PRESENT FINANCIAL STATUS BRIEFINGS	68
B192 APPLY WORD PROCESSING SOFTWARE	68
H651 ALLOCATE FUNDS	68
H681 DEVELOP FUND TARGET DISTRIBUTIONS	68
H676 DETERMINE FUNDED OR UNFUNDED FINANCIAL REQUIREMENTS	68
A32 CHAIR MEETINGS AND CONFERENCES (STAFF, CFC, ETC.)	68
H704 MAINTAIN RMS TRAINING RECORDS OR ROSTERS	68
A116 OPERATE COPY MACHINES	68
A98 EVALUATE STATUS OF BUDGET EXPENDITURES	63
A163 PREPARE, COORDINATE, OR JUSTIFY BUDGET ESTIMATES	63
C224 COMPARE ACTUAL COST (EXPENSE) DATA TO BUDGET DATA	58
C230 DEVELOP FISCAL YEAR CLOSEOUT PROCEDURES	58
D270 ADVISE COMMANDERS ON FINANCIAL MATTERS	58
H674 DEFEND BUDGET ESTIMATES	58
H689 DISTRIBUTE BUDGETARY COMPUTER PRODUCTS	58

TABLE A7

GROUP ID NUMBER AND TITLE: GRP390, PROGRAM BUDGET MANAGERS
 GROUP SIZE: 17 PERCENT OF SAMPLE: 0.75%
 NUMBER OF MILITARY: 9 NUMBER OF CIVILIANS: 8
 AVERAGE NUMBER TASKS PERFORMED: 89 AVERAGE NUMBER SUPERVISED: 6

THE FOLLOWING ARE IN DESCENDING ORDER OF PERCENT MEMBER PERFORMING:

TASKS	PERCENT MEMBERS PERFORMING
A19 APPROVE LEAVE SCHEDULES	100
A28 ATTEND MEETINGS AND CONFERENCES	94
A31 CERTIFY CIVILIAN TIMECARDS	94
A115 NOMINATE PERSONNEL FOR TRAINING COURSES	94
A63 DETERMINE WORKLOAD PRIORITIES	88
A25 ASSIGN ADDITIONAL DUTIES	88
A54 COUNSEL PERSONNEL CONCERNING PERFORMANCE DEFICIENCIES OR DISCIPLINARY ACTIONS	88
H731 RESPOND TO BUDGETARY INQUIRIES	82
C241 INTERPRET FINANCIAL POLICIES AND GUIDANCE	82
A163 PREPARE, COORDINATE, OR JUSTIFY BUDGET ESTIMATES	82
H696 EVALUATE IMPACT OF PROGRAM BUDGET DECISIONS (PBD)	82
D286 PROVIDE GUIDANCE FOR BUDGET EXECUTION	76
A153 PREPARE REPORTS OR OTHER CORRESPONDENCE	76
A98 EVALUATE STATUS OF BUDGET EXPENDITURES	76
H662 ASSESS IMPACT OF CHANGES TO PRESIDENT'S BUDGET (PB)	76
D290 PROVIDE GUIDANCE FOR PREPARATION OR SUBMISSION OF BUD- GETS OR FINANCIAL PLANS	76
A182 TASK SUBORDINATES TO PERFORM STAFF STUDIES OR REVIEWS	76
A116 OPERATE COPY MACHINES	76
A55 COUNSEL PERSONNEL ON MILITARY, CAREER, OR PERSONAL MATTERS	76
A20 APPROVE OVERTIME REQUESTS	76
H732 REVIEW BUDGET EXECUTION REPORTS	71
A78 DEVELOP POSITION PAPERS, POINT PAPERS, OR TALKING PAPERS	71
H654 ANALYZE FUNDING REQUIREMENTS	71
H677 DETERMINE PROPRIETY OF FUNDING	71
A180 SAFEGUARD CLASSIFIED MATERIAL	71
A123 PARTICIPATE IN HIGHER HEADQUARTERS FINANCIAL REVIEWS	71
A138 PREPARE ANNUAL CIVILIAN PERFORMANCE PLANS	71
A137 PREPARE ANNUAL CIVILIAN PERFORMANCE APPRAISALS	71
A147 PREPARE NOMINATIONS FOR AWARDS OR DECORATIONS	71
A32 CHAIR MEETINGS AND CONFERENCES (STAFF, CFC, ETC.)	71

TABLE A8

GROUP ID NUMBER AND TITLE: GRP287, BUDGET ANALYSTS

GROUP SIZE: 52

PERCENT OF SAMPLE: 2.3%

NUMBER OF MILITARY: 24

NUMBER OF CIVILIANS: 28

AVERAGE NUMBER TASKS PERFORMED: 54

AVERAGE NUMBER SUPERVISED: 0

THE FOLLOWING ARE IN DESCENDING ORDER OF PERCENT MEMBER PERFORMING:

TASKS	PERCENT MEMBERS PERFORMING
H655 ANALYZE OBLIGATION AND OUTLAY DATA	85
H654 ANALYZE FUNDING REQUIREMENTS	83
A163 PREPARE, COORDINATE, OR JUSTIFY BUDGET ESTIMATES	83
A28 ATTEND MEETINGS AND CONFERENCES	79
H658 ANALYZE PROGRAMS TO DETERMINE STATUS OF FUNDS	75
A98 EVALUATE STATUS OF BUDGET EXPENDITURES	73
C213 ANALYZE FINANCIAL DATA TO IDENTIFY TRENDS OR DEVIATIONS, SUCH AS EXCESSIVE EXPENDITURES	73
H649 ADJUST FUNDING	73
A116 OPERATE COPY MACHINES	71
H667 COMPARE FORECASTS TO ACTUALS (UTILITIES, FLYING HOURS, ETC.)	69
H709 PREPARE AND JUSTIFY BUDGET ESTIMATES	67
H731 RESPOND TO BUDGETARY INQUIRIES	67
H712 PREPARE BUDGET SUBMISSIONS AND ACCOMPANYING JUSTIFICATION DOCUMENTS (EXHIBITS, COMMANDER'S STATEMENTS)	65
B186 APPLY AUTOMATED SPREADSHEETS SOFTWARE	63
H676 DETERMINE FUNDED OR UNFUNDED FINANCIAL REQUIREMENTS	63
H662 ASSESS IMPACT OF CHANGES TO PRESIDENT'S BUDGET (PB)	63
H700 EXECUTE APPROVED BUDGETS	62
H716 PREPARE OR PRESENT FINANCIAL STATUS BRIEFINGS	62
A176 RESPOND TO HIGHER HEADQUARTERS INQUIRIES	62
H710 PREPARE AND SUBMIT BUDGET-RELATED REPORTS	60
C224 COMPARE ACTUAL COST (EXPENSE) DATA TO BUDGET DATA	58
H690 EVALUATE ADEQUACY OF FUNDING BASELINES	58
A78 DEVELOP POSITION PAPERS, POINT PAPERS, OR TALKING PAPERS	58
C266 REVIEW UNFUNDED REQUIREMENTS AND RECOMMEND SOURCES OF FUNDS	56
H702 FORECAST COMMITMENTS, OBLIGATIONS, REIMBURSEMENTS, EXPENDITURES, AND COLLECTIONS	56
H674 DEFEND BUDGET ESTIMATES	56
H651 ALLOCATE FUNDS	54
C265 RESOLVE FUNDING ISSUES	54
H703 INTERPRET "CALL" INSTRUCTIONS	52
A180 SAFEGUARD CLASSIFIED MATERIAL	52

TABLE A9

GROUP ID NUMBER AND TITLE: GRP349, BUDGET BRANCH AND DIVISION CHIEFS
 GROUP SIZE: 22 PERCENT OF SAMPLE: 1%
 NUMBER OF MILITARY: 16 NUMBER OF CIVILIANS: 6
 AVERAGE NUMBER TASKS PERFORMED: 58 AVERAGE NUMBER SUPERVISED: 0

THE FOLLOWING ARE IN DESCENDING ORDER OF PERCENT MEMBER PERFORMING:

TASKS	PERCENT MEMBERS PERFORMING
A78 DEVELOP POSITION PAPERS, POINT PAPERS, OR TALKING PAPERS	95
C239 EVALUATE THE IMPACT OF CONGRESSIONAL BUDGETARY ACTIONS	91
H696 EVALUATE IMPACT OF PROGRAM BUDGET DECISIONS (PBD)	91
A28 ATTEND MEETINGS AND CONFERENCES	91
H657 ANALYZE PROGRAM OBJECTIVE MEMORANDUM (POM) REQUIREMENTS AND SUBMISSIONS	86
H662 ASSESS IMPACT OF CHANGES TO PRESIDENT'S BUDGET (PB)	86
A180 SAFEGUARD CLASSIFIED MATERIAL	86
A12 ANALYZE IMPACT OF PROGRAMMING PLANNING DOCUMENTS	86
H706 PARTICIPATE IN PROGRAM OR BUDGET EXERCISES (A1, B1, ETC.)	73
H664 ASSESS PROGRAM DECISION PACKAGE (PDP) IMPACT ON BUDGETS	73
H731 RESPOND TO BUDGETARY INQUIRIES	73
C242 PARTICIPATE IN "WHAT IF" EXERCISES	73
A153 PREPARE REPORTS OR OTHER CORRESPONDENCE	68
H654 ANALYZE FUNDING REQUIREMENTS	68
A116 OPERATE COPY MACHINES	68
A51 COORDINATE WITH DEPARTMENT OF DEFENSE OR OTHER GOVERN- MENT AGENCY PERSONNEL	64
A163 PREPARE, COORDINATE, OR JUSTIFY BUDGET ESTIMATES	64
A60 DETERMINE DISTRIBUTION REQUIREMENTS FOR REPORTS OR OTHER CORRESPONDENCE	64
A98 EVALUATE STATUS OF BUDGET EXPENDITURES	64
H724 PROVIDE POM BUDGETARY ADVICE	59
A176 RESPOND TO HIGHER HEADQUARTERS INQUIRIES	59
A77 DEVELOP POM INPUTS	59
H658 ANALYZE PROGRAMS TO DETERMINE STATUS OF FUNDS	59
A175 RESPOND TO CONGRESSIONAL INQUIRIES	59
B192 APPLY WORD PROCESSING SOFTWARE	59
I740 ANALYZE BUDGETS IN BASE-YEAR AND THEN-YEAR DOLLARS	59
A38 COORDINATE DIRECTIVES, REGULATIONS, OR OIS	59
A161 PREPARE TRAVEL VOUCHERS	59
C240 INTERPRET FINANCIAL IMPLICATIONS OF CONGRESSIONAL LANGUAGE AND PUBLIC LAW	55
D291 PROVIDE GUIDANCE FOR PROGRAM OBJECTIVE MEMORANDUM (POM) INPUTS	55

TABLE A10

GROUP ID NUMBER AND TITLE: GRP190, ACCOUNTING AND FINANCE CLUSTER
 GROUP SIZE: 430 PERCENT OF SAMPLE: 19%
 NUMBER OF MILITARY: 262 NUMBER OF CIVILIANS: 168
 AVERAGE NUMBER TASKS PERFORMED: 118 AVERAGE NUMBER SUPERVISED: 7

THE FOLLOWING ARE IN DESCENDING ORDER OF PERCENT MEMBER PERFORMING:

TASKS	PERCENT MEMBERS PERFORMING
A28 ATTEND MEETINGS AND CONFERENCES	98
A19 APPROVE LEAVE SCHEDULES	96
A63 DETERMINE WORKLOAD PRIORITIES	94
A31 CERTIFY CIVILIAN TIMECARDS	92
A137 PREPARE ANNUAL CIVILIAN PERFORMANCE APPRAISALS	92
A25 ASSIGN ADDITIONAL DUTIES	89
A54 COUNSEL PERSONNEL CONCERNING PERFORMANCE DEFICIENCIES OR DISCIPLINARY ACTIONS	89
A55 COUNSEL PERSONNEL ON MILITARY, CAREER, OR PERSONAL MATTERS	87
A30 BRIEF VISITORS	87
A138 PREPARE ANNUAL CIVILIAN PERFORMANCE PLANS	86
A38 COORDINATE DIRECTIVES, REGULATIONS, OR OIs	84
A115 NOMINATE PERSONNEL FOR TRAINING COURSES	84
A78 DEVELOP POSITION PAPERS, POINT PAPERS, OR TALKING PAPERS	83
A147 PREPARE NOMINATIONS FOR AWARDS OR DECORATIONS	83
A82 DOCUMENT EMPLOYEE PERFORMANCE DEFICIENCIES	83
A32 CHAIR MEETINGS AND CONFERENCES (STAFF, CFC, ETC.)	81
A176 RESPOND TO HIGHER HEADQUARTERS INQUIRIES	80
A11 ANALYZE AUDIT, INSPECTION, INTERNAL, OR EXTERNAL REVIEW FINDINGS OR RECOMMENDATIONS	80
A13 ANALYZE PERFORMANCE DATA OR MANAGEMENT INDICATORS	79
A184 UPDATE PERSONNEL RECORDS (E.G., AF FORMS 971)	78
A27 ASSIGN PERSONNEL TO DUTY POSITIONS	78
A153 PREPARE REPORTS OR OTHER CORRESPONDENCE	77
A42 COORDINATE MANAGEMENT RESPONSES TO AUDIT, INSPECTION, OR OTHER EXTERNAL REVIEW FINDINGS OR RECOMMENDATIONS	75
A141 PREPARE CIVILIAN POSITION DESCRIPTIONS	75
A173 REQUEST GUIDANCE FROM HIGHER HEADQUARTERS	73
A134 PLAN FUTURE OFFICE OPERATIONS	73
A112 JUSTIFY PERSONNEL REQUIREMENTS	73
A47 COORDINATE PERSONNEL ACTIONS (ASSIGNMENTS, CLASSIFI- CATION CHANGES, ETC.)	72
A182 TASK SUBORDINATES TO PERFORM STAFF STUDIES OR REVIEWS	71
A84 ENDORSE CIVILIAN PERFORMANCE APPRAISALS	71

TABLE A11

GROUP ID NUMBER AND TITLE: GRP487, WING COMPTROLLERS

GROUP SIZE: 112

PERCENT OF SAMPLE: 4.9%

NUMBER OF MILITARY: 103

NUMBER OF CIVILIANS: 9

AVERAGE NUMBER TASKS PERFORMED: 135

AVERAGE NUMBER SUPERVISED: 6

THE FOLLOWING ARE IN DESCENDING ORDER OF PERCENT MEMBER PERFORMING:

TASKS	PERCENT MEMBERS PERFORMING
A28 ATTEND MEETINGS AND CONFERENCES	99
A25 ASSIGN ADDITIONAL DUTIES	99
A19 APPROVE LEAVE SCHEDULES	99
A55 COUNSEL PERSONNEL ON MILITARY, CAREER, OR PERSONAL MATTERS	97
A31 CERTIFY CIVILIAN TIMECARDS	96
A137 PREPARE ANNUAL CIVILIAN PERFORMANCE APPRAISALS	95
A32 CHAIR MEETINGS AND CONFERENCES (STAFF, CFC, ETC.)	94
A148 PREPARE OERs	94
D270 ADVISE COMMANDERS ON FINANCIAL MATTERS	93
D286 PROVIDE GUIDANCE FOR BUDGET EXECUTION	93
A30 BRIEF VISITORS	93
A42 COORDINATE MANAGEMENT RESPONSES TO AUDIT, INSPECTION, OR OTHER EXTERNAL REVIEW FINDINGS OR RECOMMENDATIONS	91
A54 COUNSEL PERSONNEL CONCERNING PERFORMANCE DEFICIENCIES OR DISCIPLINARY ACTIONS	91
A38 COORDINATE DIRECTIVES, REGULATIONS, OR OIs	91
A98 EVALUATE STATUS OF BUDGET EXPENDITURES	90
A63 DETERMINE WORKLOAD PRIORITIES	89
A18 APPROVE DIRECTIVES, REGULATIONS, OR OPERATING INSTRUCTIONS (OI)	89
A108 INDORSE AIRMAN PERFORMANCE REPORTS (APR)	88
A121 PARTICIPATE IN FINANCIAL MANAGEMENT BOARD (FMB) MEETINGS	87
A78 DEVELOP POSITION PAPERS, POINT PAPERS, OR TALKING PAPERS	87
A138 PREPARE ANNUAL CIVILIAN PERFORMANCE PLANS	87
A84 ENDORSE CIVILIAN PERFORMANCE APPRAISALS	87
A182 TASK SUBORDINATES TO PERFORM STAFF STUDIES OR REVIEWS	86
A23 APPROVE STAFF STUDIES OR REVIEWS	86
A50 COORDINATE WITH BASE SUPPORT ACTIVITIES (CONSOLIDATED BASE PERSONNEL OFFICE, INFORMATION SYSTEMS, ETC.)	85
A176 RESPOND TO HIGHER HEADQUARTERS INQUIRIES	85
A147 PREPARE NOMINATIONS FOR AWARDS OR DECORATIONS	85
A11 ANALYZE AUDIT, INSPECTION, INTERNAL, OR EXTERNAL REVIEW FINDINGS OR RECOMMENDATIONS	85
A164 PRESENT AWARDS OR DECORATIONS	85
A13 ANALYZE PERFORMANCE DATA OR MANAGEMENT INDICATORS	84

TABLE A12

GROUP ID NUMBER AND TITLE: GRP454, ACCOUNTING AND FINANCE MANAGERS
 GROUP SIZE: 86 PERCENT OF SAMPLE: 3.8%
 NUMBER OF MILITARY: 38 NUMBER OF CIVILIANS: 48
 AVERAGE NUMBER TASKS PERFORMED: 108 AVERAGE NUMBER SUPERVISED: 7

THE FOLLOWING ARE IN DESCENDING ORDER OF PERCENT MEMBER PERFORMING:

TASKS	PERCENT MEMBERS PERFORMING
A28 ATTEND MEETINGS AND CONFERENCES	99
A63 DETERMINE WORKLOAD PRIORITIES	99
A19 APPROVE LEAVE SCHEDULES	98
A30 BRIEF VISITORS	97
A25 ASSIGN ADDITIONAL DUTIES	95
A32 CHAIR MEETINGS AND CONFERENCES (STAFF, CFC, ETC.)	94
A78 DEVELOP POSITION PAPERS, POINT PAPERS, OR TALKING PAPERS	93
A38 COORDINATE DIRECTIVES, REGULATIONS, OR OIs	92
A115 NOMINATE PERSONNEL FOR TRAINING COURSES	92
A182 TASK SUBORDINATES TO PERFORM STAFF STUDIES OR REVIEWS	91
A137 PREPARE ANNUAL CIVILIAN PERFORMANCE APPRAISALS	91
A55 COUNSEL PERSONNEL ON MILITARY, CAREER, OR PERSONAL MATTERS	91
A138 PREPARE ANNUAL CIVILIAN PERFORMANCE PLANS	88
A31 CERTIFY CIVILIAN TIMECARDS	88
A54 COUNSEL PERSONNEL CONCERNING PERFORMANCE DEFICIENCIES OR DISCIPLINARY ACTIONS	88
A147 PREPARE NOMINATIONS FOR AWARDS OR DECORATIONS	86
A49 COORDINATE TDY TRIPS	86
A47 COORDINATE PERSONNEL ACTIONS (ASSIGNMENTS, CLASSIFI- CATION CHANGES, ETC.)	85
A82 DOCUMENT EMPLOYEE PERFORMANCE DEFICIENCIES	85
A134 PLAN FUTURE OFFICE OPERATIONS	83
A42 COORDINATE MANAGEMENT RESPONSES TO AUDIT, INSPECTION, OR OTHER EXTERNAL REVIEW FINDINGS OR RECOMMENDATIONS	83
A11 ANALYZE AUDIT, INSPECTION, INTERNAL, OR EXTERNAL REVIEW FINDINGS OR RECOMMENDATIONS	83
A13 ANALYZE PERFORMANCE DATA OR MANAGEMENT INDICATORS	81
A48 COORDINATE STAFF STUDIES OR REVIEWS	81
A112 JUSTIFY PERSONNEL REQUIREMENTS	81
A60 DETERMINE DISTRIBUTION REQUIREMENTS FOR REPORTS OR OTHER CORRESPONDENCE	81
A153 PREPARE REPORTS OR OTHER CORRESPONDENCE	80
A176 RESPOND TO HIGHER HEADQUARTERS INQUIRIES	79
A27 ASSIGN PERSONNEL TO DUTY POSITIONS	79
A52 COORDINATE WITH INSPECTION OR AUDIT TEAMS	79

TABLE A13

GROUP ID NUMBER AND TITLE: GRP437, CHIEF OR DEPUTY CHIEF ACCOUNTING AND
FINANCE OFFICERS

GROUP SIZE: 131

PERCENT OF SAMPLE: 5.8%

NUMBER OF MILITARY: 85

NUMBER OF CIVILIANS: 46

AVERAGE NUMBER TASKS PERFORMED: 154

AVERAGE NUMBER SUPERVISED: 9

THE FOLLOWING ARE IN DESCENDING ORDER OF PERCENT MEMBER PERFORMING:

TASKS	PERCENT MEMBERS PERFORMING
A28 ATTEND MEETINGS AND CONFERENCES	98
A54 COUNSEL PERSONNEL CONCERNING PERFORMANCE DEFICIENCIES OR DISCIPLINARY ACTIONS	97
A19 APPROVE LEAVE SCHEDULES	96
A63 DETERMINE WORKLOAD PRIORITIES	94
A55 COUNSEL PERSONNEL ON MILITARY, CAREER, OR PERSONAL MATTERS	92
A31 CERTIFY CIVILIAN TIMECARDS	92
A27 ASSIGN PERSONNEL TO DUTY POSITIONS	92
A13 ANALYZE PERFORMANCE DATA OR MANAGEMENT INDICATORS	91
A50 COORDINATE WITH BASE SUPPORT ACTIVITIES (CONSOLIDATED BASE PERSONNEL OFFICE, INFORMATION SYSTEMS, ETC.)	91
A11 ANALYZE AUDIT, INSPECTION, INTERNAL, OR EXTERNAL REVIEW FINDINGS OR RECOMMENDATIONS	91
A137 PREPARE ANNUAL CIVILIAN PERFORMANCE APPRAISALS	91
A173 REQUEST GUIDANCE FROM HIGHER HEADQUARTERS	91
A82 DOCUMENT EMPLOYEE PERFORMANCE DEFICIENCIES	90
F501 RESOLVE ACCOUNTING AND FINANCE CUSTOMER COMPLAINTS	89
F341 ANALYZE ACCOUNTING AND FINANCE REPORTS	89
A147 PREPARE NOMINATIONS FOR AWARDS OR DECORATIONS	89
A176 RESPOND TO HIGHER HEADQUARTERS INQUIRIES	89
F349 APPROVE ACCOUNTING AND FINANCE REPORTS	89
A115 NOMINATE PERSONNEL FOR TRAINING COURSES	89
A25 ASSIGN ADDITIONAL DUTIES	87
A184 UPDATE PERSONNEL RECORDS (E.G., AF FORMS 971)	87
F342 ANALYZE CUSTOMER SERVICES	86
A134 PLAN FUTURE OFFICE OPERATIONS	85
A30 BRIEF VISITORS	85
A138 PREPARE ANNUAL CIVILIAN PERFORMANCE PLANS	84
A38 COORDINATE DIRECTIVES, REGULATIONS, OR OIs	84
A153 PREPARE REPORTS OR OTHER CORRESPONDENCE	83
A108 INDORSE AIRMAN PERFORMANCE REPORTS (APR)	83
A78 DEVELOP POSITION PAPERS, POINT PAPERS, OR TALKING PAPERS	83
F351 APPROVE DISBURSEMENTS	83

TABLE A14

GROUP ID NUMBER AND TITLE: GRP220, ACCOUNTING AND FINANCE SUPERVISORS
 GROUP SIZE: 87 PERCENT OF SAMPLE: 3.8%
 NUMBER OF MILITARY: 32 NUMBER OF CIVILIANS: 55
 AVERAGE NUMBER TASKS PERFORMED: 59 AVERAGE NUMBER SUPERVISED: 7

THE FOLLOWING ARE IN DESCENDING ORDER OF PERCENT MEMBER PERFORMING:

TASKS	PERCENT MEMBERS PERFORMING
A28 ATTEND MEETINGS AND CONFERENCES	97
A63 DETERMINE WORKLOAD PRIORITIES	95
A19 APPROVE LEAVE SCHEDULES	94
A137 PREPARE ANNUAL CIVILIAN PERFORMANCE APPRAISALS	92
A31 CERTIFY CIVILIAN TIMECARDS	89
A138 PREPARE ANNUAL CIVILIAN PERFORMANCE PLANS	86
A82 DOCUMENT EMPLOYEE PERFORMANCE DEFICIENCIES	82
A141 PREPARE CIVILIAN POSITION DESCRIPTIONS	79
A25 ASSIGN ADDITIONAL DUTIES	77
A30 BRIEF VISITORS	76
A115 NOMINATE PERSONNEL FOR TRAINING COURSES	76
A54 COUNSEL PERSONNEL CONCERNING PERFORMANCE DEFICIENCIES OR DISCIPLINARY ACTIONS	76
A78 DEVELOP POSITION PAPERS, POINT PAPERS, OR TALKING PAPERS	72
A38 COORDINATE DIRECTIVES, REGULATIONS, OR OIs	72
A184 UPDATE PERSONNEL RECORDS (E.G., AF FORMS 971)	71
A147 PREPARE NOMINATIONS FOR AWARDS OR DECORATIONS	71
A153 PREPARE REPORTS OR OTHER CORRESPONDENCE	69
A112 JUSTIFY PERSONNEL REQUIREMENTS	67
A176 RESPOND TO HIGHER HEADQUARTERS INQUIRIES	66
A55 COUNSEL PERSONNEL ON MILITARY, CAREER, OR PERSONAL MATTERS	66
A27 ASSIGN PERSONNEL TO DUTY POSITIONS	63
A32 CHAIR MEETINGS AND CONFERENCES (STAFF, CFC, ETC.)	61
A116 OPERATE COPY MACHINES	60
A13 ANALYZE PERFORMANCE DATA OR MANAGEMENT INDICATORS	57
A47 COORDINATE PERSONNEL ACTIONS (ASSIGNMENTS, CLASSIFI- CATION CHANGES, ETC.)	56
A75 DEVELOP PLANS FOR IMPLEMENTING ORGANIZATIONAL GOALS	54
A84 ENDORSE CIVILIAN PERFORMANCE APPRAISALS	54
A11 ANALYZE AUDIT, INSPECTION, INTERNAL, OR EXTERNAL REVIEW FINDINGS OR RECOMMENDATIONS	54
A68 DEVELOP DIRECTIVES, REGULATIONS, OR OPERATING INSTRU- CTIONS	53
A182 TASK SUBORDINATES TO PERFORM STAFF STUDIES OR REVIEWS	52

TABLE A15

GROUP ID NUMBER AND TITLE: GRP149, COST AND MANAGEMENT ANALYST CLUSTER
 GROUP SIZE: 168 PERCENT OF SAMPLE: 7.4%
 NUMBER OF MILITARY: 104 NUMBER OF CIVILIANS: 64
 AVERAGE NUMBER TASKS PERFORMED: 106 AVERAGE NUMBER SUPERVISED: 3

THE FOLLOWING ARE IN DESCENDING ORDER OF PERCENT MEMBER PERFORMING:

TASKS	PERCENT MEMBERS PERFORMING
A28 ATTEND MEETINGS AND CONFERENCES	94
A13 ANALYZE PERFORMANCE DATA OR MANAGEMENT INDICATORS	85
A78 DEVELOP POSITION PAPERS, POINT PAPERS, OR TALKING PAPERS	84
I788 PERFORM COST OR MANAGEMENT STUDIES AND ANALYSES	82
I775 EVALUATE COST OR MANAGEMENT ANALYSIS STUDIES	80
A63 DETERMINE WORKLOAD PRIORITIES	80
I756 BRIEF RESULTS OF COST OF MANAGEMENT STUDIES AND ANALYSES	79
I812 PUBLICIZE COST AND MANAGEMENT ANALYSIS SERVICES	74
I745 ANALYZE PERFORMANCE DATA OR MANAGEMENT INDICATORS	74
I777 EVALUATE ECONOMIC ANALYSES	74
A116 OPERATE COPY MACHINES	74
A153 PREPARE REPORTS OR OTHER CORRESPONDENCE	73
A74 DEVELOP OR UPDATE SELF-INSPECTION CHECKLISTS	72
I768 DOCUMENT ANALYSES AND STUDIES	71
C221 CERTIFY ECONOMIC ANALYSES	71
A176 RESPOND TO HIGHER HEADQUARTERS INQUIRIES	71
A19 APPROVE LEAVE SCHEDULES	71
I816 RESPOND TO INQUIRIES ON COST AND MANAGEMENT ANALYSIS STUDIES AND ESTIMATES	71
A48 COORDINATE STAFF STUDIES OR REVIEWS	70
B192 APPLY WORD PROCESSING SOFTWARE	70
I758 CONDUCT AND FOLLOW-UP MANAGEMENT ASSISTANCE SERVICES	69
A173 REQUEST GUIDANCE FROM HIGHER HEADQUARTERS	67
A11 ANALYZE AUDIT, INSPECTION, INTERNAL, OR EXTERNAL REVIEW FINDINGS OR RECOMMENDATIONS	66
A30 BRIEF VISITORS	66
I819 REVIEW ERIS	65
A140 PREPARE ARTICLES FOR NEWSLETTERS, MAGAZINES, OR OTHER PUBLICATIONS	65
A55 COUNSEL PERSONNEL ON MILITARY, CAREER, OR PERSONAL MATTERS	65
A89 ESTABLISH, TRACK, AND REPORT STATUS OR MANAGEMENT INDI- CATORS	64
A182 TASK SUBORDINATES TO PERFORM STAFF STUDIES OR REVIEWS	63
I762 DEVELOP AND MAINTAIN COST AND MANAGEMENT ANALYSIS CHARTERS	63

TABLE A16

GROUP ID NUMBER AND TITLE: GRP336, CHIEF COST AND MANAGEMENT ANALYSIS

GROUP SIZE: 93

PERCENT OF SAMPLE: 4.1%

NUMBER OF MILITARY: 63

NUMBER OF CIVILIANS: 30

AVERAGE NUMBER TASKS PERFORMED: 85

AVERAGE NUMBER SUPERVISED: 2

THE FOLLOWING ARE IN DESCENDING ORDER OF PERCENT MEMBER PERFORMING:

TASKS	PERCENT MEMBERS PERFORMING
I788 PERFORM COST OR MANAGEMENT STUDIES AND ANALYSES	95
A28 ATTEND MEETINGS AND CONFERENCES	91
I758 CONDUCT AND FOLLOW-UP MANAGEMENT ASSISTANCE SERVICES	88
I777 EVALUATE ECONOMIC ANALYSES	86
C221 CERTIFY ECONOMIC ANALYSES	86
I775 EVALUATE COST OR MANAGEMENT ANALYSIS STUDIES	84
I819 REVIEW ERIS	84
I756 BRIEF RESULTS OF COST OF MANAGEMENT STUDIES AND ANALYSES	84
I812 PUBLICIZE COST AND MANAGEMENT ANALYSIS SERVICES	84
A13 ANALYZE PERFORMANCE DATA OR MANAGEMENT INDICATORS	82
I768 DOCUMENT ANALYSES AND STUDIES	80
B192 APPLY WORD PROCESSING SOFTWARE	80
A116 OPERATE COPY MACHINES	80
I745 ANALYZE PERFORMANCE DATA OR MANAGEMENT INDICATORS	78
I816 RESPOND TO INQUIRIES ON COST AND MANAGEMENT ANALYSIS STUDIES AND ESTIMATES	78
A78 DEVELOP POSITION PAPERS, POINT PAPERS, OR TALKING PAPERS	77
I762 DEVELOP AND MAINTAIN COST AND MANAGEMENT ANALYSIS CHARTERS	75
I738 ADMINISTER COMMANDERS' MANAGEMENT SYSTEM (CMS)	73
B189 APPLY GRAPHICS SOFTWARE	73
I804 PREPARE REPORTS ON RESULTS OF COST OR MANAGEMENT ANALYSES AND STUDIES	72
I790 PERFORM ECONOMIC ANALYSIS	72
A63 DETERMINE WORKLOAD PRIORITIES	72
I783 IDENTIFY MANAGEMENT ASSISTANCE AREAS (SUBJECTS)	70
A74 DEVELOP OR UPDATE SELF-INSPECTION CHECKLISTS	70
I760 CONDUCT SEMIANNUAL REVIEWS WITH COMMANDERS	69
A67 DEVELOP CONTINUITY FOLDERS	68
A153 PREPARE REPORTS OR OTHER CORRESPONDENCE	67
I757 COLLECT INFORMATION TO DEVELOP COST OR MANAGEMENT INFOR- MATION DATA BASES	67
I737 ADMINISTER AIR FORCE PROGRAM FOR INTERNAL CONTROLS (AFR 170-22)	66
A176 RESPOND TO HIGHER HEADQUARTERS INQUIRIES	66

TABLE A17

GROUP ID NUMBER AND TITLE: GRP383, DIRECTOR/CHIEF OF COST
 GROUP SIZE: 55 PERCENT OF SAMPLE: 2.4%
 NUMBER OF MILITARY: 31 NUMBER OF CIVILIANS: 24
 AVERAGE NUMBER TASKS PERFORMED: 147 AVERAGE NUMBER SUPERVISED: 5

THE FOLLOWING ARE IN DESCENDING ORDER OF PERCENT MEMBER PERFORMING:

TASKS	PERCENT MEMBERS PERFORMING
A28 ATTEND MEETINGS AND CONFERENCES	100
A63 DETERMINE WORKLOAD PRIORITIES	98
A32 CHAIR MEETINGS AND CONFERENCES (STAFF, CFC, ETC.)	95
I775 EVALUATE COST OR MANAGEMENT ANALYSIS STUDIES	93
A78 DEVELOP POSITION PAPERS, POINT PAPERS, OR TALKING PAPERS	93
A97 EVALUATE STATISTICAL METHODS	93
A13 ANALYZE PERFORMANCE DATA OR MANAGEMENT INDICATORS	91
A25 ASSIGN ADDITIONAL DUTIES	91
A182 TASK SUBORDINATES TO PERFORM STAFF STUDIES OR REVIEWS	89
A176 RESPOND TO HIGHER HEADQUARTERS INQUIRIES	89
A48 COORDINATE STAFF STUDIES OR REVIEWS	89
A115 NOMINATE PERSONNEL FOR TRAINING COURSES	89
A30 BRIEF VISITORS	89
A153 PREPARE REPORTS OR OTHER CORRESPONDENCE	87
A19 APPROVE LEAVE SCHEDULES	87
I756 BRIEF RESULTS OF COST OF MANAGEMENT STUDIES AND ANALYSES	85
A55 COUNSEL PERSONNEL ON MILITARY, CAREER, OR PERSONAL MATTERS	85
A38 COORDINATE DIRECTIVES, REGULATIONS, OR OIs	85
A23 APPROVE STAFF STUDIES OR REVIEWS	84
A75 DEVELOP PLANS FOR IMPLEMENTING ORGANIZATIONAL GOALS	84
A82 DOCUMENT EMPLOYEE PERFORMANCE DEFICIENCIES	84
I773 EVALUATE COST ESTIMATES	82
I745 ANALYZE PERFORMANCE DATA OR MANAGEMENT INDICATORS	82
A134 PLAN FUTURE OFFICE OPERATIONS	82
A137 PREPARE ANNUAL CIVILIAN PERFORMANCE APPRAISALS	82
A147 PREPARE NOMINATIONS FOR AWARDS OR DECORATIONS	82
I816 RESPOND TO INQUIRIES ON COST AND MANAGEMENT ANALYSIS STUDIES AND ESTIMATES	80
A141 PREPARE CIVILIAN POSITION DESCRIPTIONS	80
A173 REQUEST GUIDANCE FROM HIGHER HEADQUARTERS	80
A138 PREPARE ANNUAL CIVILIAN PERFORMANCE PLANS	78

TABLE A18

GROUP ID NUMBER AND TITLE: GRP223, INTERNAL CONTROL REVIEW ANALYSTS
 GROUP SIZE: 16 PERCENT OF SAMPLE: 0.7%
 NUMBER OF MILITARY: 7 NUMBER OF CIVILIANS: 9
 AVERAGE NUMBER TASKS PERFORMED: 22 AVERAGE NUMBER SUPERVISED: 0

THE FOLLOWING ARE IN DESCENDING ORDER OF PERCENT MEMBER PERFORMING:

TASKS	PERCENT MEMBERS PERFORMING
A11 ANALYZE AUDIT, INSPECTION, INTERNAL, OR EXTERNAL REVIEW FINDINGS OR RECOMMENDATIONS	100
A78 DEVELOP POSITION PAPERS, POINT PAPERS, OR TALKING PAPERS	100
A38 COORDINATE DIRECTIVES, REGULATIONS, OR OIs	100
A28 ATTEND MEETINGS AND CONFERENCES	100
A70 DEVELOP INTERNAL CONTROL REVIEWS	94
A183 TRACK STATUS OF AUDITS OR INSPECTIONS	94
A129 PERFORM INTERNAL CONTROL REVIEW (ICR) VULNERABILITY ASSESSMENTS	94
A68 DEVELOP DIRECTIVES, REGULATIONS, OR OPERATING INSTRUCTIONS	94
A165 PROVIDE GUIDANCE FOR INTERNAL CONTROL REVIEW PROGRAM	88
A130 PERFORM INTERNAL CONTROL REVIEWS	88
A48 COORDINATE STAFF STUDIES OR REVIEWS	88
A30 BRIEF VISITORS	88
A42 COORDINATE MANAGEMENT RESPONSES TO AUDIT, INSPECTION, OR OTHER EXTERNAL REVIEW FINDINGS OR RECOMMENDATIONS	81
A155 PREPARE RESPONSES TO AUDIT, INSPECTION, INTERNAL, OR EXTERNAL REVIEW FINDINGS OR RECOMMENDATIONS	81
A13 ANALYZE PERFORMANCE DATA OR MANAGEMENT INDICATORS	81
A158 PREPARE STAFF STUDIES OR REVIEWS	81
A52 COORDINATE WITH INSPECTION OR AUDIT TEAMS	81
A153 PREPARE REPORTS OR OTHER CORRESPONDENCE	75
A45 COORDINATE OR PROPOSE PROSPECTIVE AUDIT ISSUES	75
A96 EVALUATE OFFICE ADMINISTRATIVE PROCEDURES	75
D297 SUBMIT COMMANDER'S CERTIFICATION OF INTERNAL CONTROL REVIEW (ICR)	69
E332 PROVIDE TRAINING ON INTERNAL CONTROL REVIEW PROGRAM (ICRP)	69
A179 REVIEW DOCUMENTATION FOR COMPLIANCE WITH LAWS OR DIRECTIVES	69
A83 DRAFT MANAGEMENT RESPONSES TO AUDIT, INSPECTION, INTERNAL, OR EXTERNAL REVIEW FINDINGS OR RECOMMENDATIONS	69
A74 DEVELOP OR UPDATE SELF-INSPECTION CHECKLISTS	69
A63 DETERMINE WORKLOAD PRIORITIES	69
B186 APPLY AUTOMATED SPREADSHEETS SOFTWARE	69
A94 EVALUATE FRAUD, WASTE, AND ABUSE REPORTS	69

TABLE A19

GROUP ID NUMBER AND TITLE: GRP111, SYSTEMS ACCOUNTANTS
 GROUP SIZE: 68 PERCENT OF SAMPLE: 3%
 NUMBER OF MILITARY: 14 NUMBER OF CIVILIANS: 54
 AVERAGE NUMBER TASKS PERFORMED: 60 AVERAGE NUMBER SUPERVISED: 1

THE FOLLOWING ARE IN DESCENDING ORDER OF PERCENT MEMBER PERFORMING:

TASKS	PERCENT MEMBERS PERFORMING
A28 ATTEND MEETINGS AND CONFERENCES	91
A153 PREPARE REPORTS OR OTHER CORRESPONDENCE	87
A176 RESPOND TO HIGHER HEADQUARTERS INQUIRIES	87
A78 DEVELOP POSITION PAPERS, POINT PAPERS, OR TALKING PAPERS	87
A38 COORDINATE DIRECTIVES, REGULATIONS, OR OIs	82
A116 OPERATE COPY MACHINES	82
A68 DEVELOP DIRECTIVES, REGULATIONS, OR OPERATING INSTRUCTIONS	78
A173 REQUEST GUIDANCE FROM HIGHER HEADQUARTERS	72
A11 ANALYZE AUDIT, INSPECTION, INTERNAL, OR EXTERNAL REVIEW FINDINGS OR RECOMMENDATIONS	72
A155 PREPARE RESPONSES TO AUDIT, INSPECTION, INTERNAL, OR EXTERNAL REVIEW FINDINGS OR RECOMMENDATIONS	69
A51 COORDINATE WITH DEPARTMENT OF DEFENSE OR OTHER GOVERN- MENT AGENCY PERSONNEL	66
A83 DRAFT MANAGEMENT RESPONSES TO AUDIT, INSPECTION, INTER- NAL, OR EXTERNAL REVIEW FINDINGS OR RECOMMENDATIONS	66
C241 INTERPRET FINANCIAL POLICIES AND GUIDANCE	65
A90 EVALUATE AIR FORCE SUGGESTION PROGRAM SUBMISSIONS OR OTHER SUGGESTIONS	65
A30 BRIEF VISITORS	65
A60 DETERMINE DISTRIBUTION REQUIREMENTS FOR REPORTS OR OTHER CORRESPONDENCE	63
A42 COORDINATE MANAGEMENT RESPONSES TO AUDIT, INSPECTION, OR OTHER EXTERNAL REVIEW FINDINGS OR RECOMMENDATIONS	62
A161 PREPARE TRAVEL VOUCHERS	59
A140 PREPARE ARTICLES FOR NEWSLETTERS, MAGAZINES, OR OTHER PUBLICATIONS	57
D287 PROVIDE GUIDANCE FOR DEVELOPMENT OF POLICIES AND PROCE- DURES	51
A34 COORDINATE AND MAINTAIN SCHEDULES TO ARRANGE MEETINGS, CONFERENCES, TDY, ETC.	51
A63 DETERMINE WORKLOAD PRIORITIES	49
B196 DETERMINE REQUIREMENTS FOR COMPUTER APPLICATIONS	47
A18 APPROVE DIRECTIVES, REGULATIONS, OR OPERATING INSTRU- CTIONS (OI)	47
A52 COORDINATE WITH INSPECTION OR AUDIT TEAMS	47
F482 RECOMMEND CHANGES TO ACCOUNTING SYSTEMS	46

TABLE A20

GROUP ID NUMBER AND TITLE: GRP068, DEPUTY ACCOUNTING AND FINANCE/PAY AND
COLLECTING INDEPENDENT JOB TYPE

GROUP SIZE: 58
 NUMBER OF MILITARY: 41
 AVERAGE NUMBER TASKS PERFORMED: 65
 PERCENT OF SAMPLE: 2.5%
 NUMBER OF CIVILIANS: 17
 AVERAGE NUMBER SUPERVISED: 3

THE FOLLOWING ARE IN DESCENDING ORDER OF PERCENT MEMBER PERFORMING:

TASKS	PERCENT MEMBERS PERFORMING
A28 ATTEND MEETINGS AND CONFERENCES	91
F340 ADVANCE OR CONTROL FUNDS TO CASHIERS, AGENTS, OR CHANGE FUND CUSTODIANS	81
F339 ADVANCE BLANK CHECKS OR BOND STOCK TO CHECK AND BOND WRITERS	81
F508 SAFEGUARD OR ACCOUNT FOR CASH AND RELATED ASSETS IN VAULTS	78
F430 OBTAIN CASH OR OTHER NEGOTIABLE INSTRUMENTS	78
A116 OPERATE COPY MACHINES	78
A31 CERTIFY CIVILIAN TIMECARDS	78
F377 DEPOSIT NEGOTIABLE INSTRUMENTS, CASH, OR COINS	71
A139 PREPARE APRs	69
A19 APPROVE LEAVE SCHEDULES	69
A54 COUNSEL PERSONNEL CONCERNING PERFORMANCE DEFICIENCIES OR DISCIPLINARY ACTIONS	66
F438 PREPARE AF FORMS 1305 (RECEIPT FOR TRANSFER OF CASH AND VOUCHERS)	62
F445 PREPARE CHECK, BOND, AND CASH ON HAND INVENTORY RECORDS	62
A55 COUNSEL PERSONNEL ON MILITARY, CAREER, OR PERSONAL MATTERS	62
F501 RESOLVE ACCOUNTING AND FINANCE CUSTOMER COMPLAINTS	60
F487 RECONCILE CHECK AND BOND AMOUNTS	59
A153 PREPARE REPORTS OR OTHER CORRESPONDENCE	57
A83 DRAFT MANAGEMENT RESPONSES TO AUDIT, INSPECTION, INTERNAL, OR EXTERNAL REVIEW FINDINGS OR RECOMMENDATIONS	57
F435 PREPARE ACCOUNTING AND FINANCE REPORTS	53
A63 DETERMINE WORKLOAD PRIORITIES	53
F342 ANALYZE CUSTOMER SERVICES	53
F341 ANALYZE ACCOUNTING AND FINANCE REPORTS	53
A82 DOCUMENT EMPLOYEE PERFORMANCE DEFICIENCIES	52
F423 ISSUE REPLACEMENT CHECKS AND FOLLOW-UP WITH TREASURY DEPARTMENT	50
F349 APPROVE ACCOUNTING AND FINANCE REPORTS	50
F466 PROVIDE ACCOUNTING AND FINANCE SUPPORT FOR MOBILITY OR DEPLOYMENT EXERCISES	50
F442 PREPARE ANNUAL CASH AUTHORITY	50
A124 PARTICIPATE IN MOBILITY PROCESSING	50
A137 PREPARE ANNUAL CIVILIAN PERFORMANCE APPRAISALS	50

TABLE A21

GROUP ID NUMBER AND TITLE: GRP050, COST ANALYSTS CLUSTER
 GROUP SIZE: 177 PERCENT OF SAMPLE: 7.8%
 NUMBER OF MILITARY: 99 NUMBER OF CIVILIANS: 78
 AVERAGE NUMBER TASKS PERFORMED: 52 AVERAGE NUMBER SUPERVISED: 0

THE FOLLOWING ARE IN DESCENDING ORDER OF PERCENT MEMBER PERFORMING:

TASKS	PERCENT MEMBERS PERFORMING
A28 ATTEND MEETINGS AND CONFERENCES	84
I763 DEVELOP COST ESTIMATES	81
B186 APPLY AUTOMATED SPREADSHEETS SOFTWARE	77
I748 APPLY COST MODELS	72
B192 APPLY WORD PROCESSING SOFTWARE	66
C212 ANALYZE COST VARIANCES	64
A116 OPERATE COPY MACHINES	64
I768 DOCUMENT ANALYSES AND STUDIES	63
I773 EVALUATE COST ESTIMATES	60
I764 DEVELOP COST FACTORS	58
C242 PARTICIPATE IN "WHAT IF" EXERCISES	58
A161 PREPARE TRAVEL VOUCHERS	58
I789 PERFORM COST RESEARCH	56
I788 PERFORM COST OR MANAGEMENT STUDIES AND ANALYSES	54
A78 DEVELOP POSITION PAPERS, POINT PAPERS, OR TALKING PAPERS	53
A153 PREPARE REPORTS OR OTHER CORRESPONDENCE	53
I756 BRIEF RESULTS OF COST OR MANAGEMENT STUDIES AND ANALYSES	51
B190 APPLY STATISTICAL PACKAGE SOFTWARE	50
C219 CALCULATE COST FACTORS	50
B189 APPLY GRAPHICS SOFTWARE	50
I765 DEVELOP COST MODELS	50
A176 RESPOND TO HIGHER HEADQUARTERS INQUIRIES	49
I766 DEVELOP OR UPDATE COST ANALYSIS TOOLS (INFLATION INDICES, COST ESTIMATING RELATIONSHIPS (CER), ETC.)	47
I742 ANALYZE COST EFFECTS OF PROGRAM CHANGES	46
I757 COLLECT INFORMATION TO DEVELOP COST OR MANAGEMENT INFOR- MATION DATA BASES	46
I774 EVALUATE COST MODELS	46
A97 EVALUATE STATISTICAL METHODS	46
C213 ANALYZE FINANCIAL DATA TO IDENTIFY TRENDS OR DEVIATIONS, SUCH AS EXCESSIVE EXPENDITURES	42
B188 APPLY COMPUTERIZED DATA-BASE MANAGEMENT SYSTEMS	41
I816 RESPOND TO INQUIRIES ON COST AND MANAGEMENT ANALYSIS STUDIES AND ESTIMATES	40

TABLE A22

GROUP ID NUMBER AND TITLE: GRP130, COST ANALYSTS

GROUP SIZE: 22

PERCENT OF SAMPLE: 1%

NUMBER OF MILITARY: 15

NUMBER OF CIVILIANS: 7

AVERAGE NUMBER TASKS PERFORMED: 24

AVERAGE NUMBER SUPERVISED: 1

THE FOLLOWING ARE IN DESCENDING ORDER OF PERCENT MEMBER PERFORMING:

TASKS	PERCENT MEMBERS PERFORMING
B186 APPLY AUTOMATED SPREADSHEETS SOFTWARE	95
A28 ATTEND MEETINGS AND CONFERENCES	95
I763 DEVELOP COST ESTIMATES	86
B192 APPLY WORD PROCESSING SOFTWARE	86
I748 APPLY COST MODELS	82
A161 PREPARE TRAVEL VOUCHERS	59
C242 PARTICIPATE IN "WHAT IF" EXERCISES	55
A116 OPERATE COPY MACHINES	55
A153 PREPARE REPORTS OR OTHER CORRESPONDENCE	55
I768 DOCUMENT ANALYSES AND STUDIES	45
I765 DEVELOP COST MODELS	41
I742 ANALYZE COST EFFECTS OF PROGRAM CHANGES	41
I788 PERFORM COST OR MANAGEMENT STUDIES AND ANALYSES	41
B189 APPLY GRAPHICS SOFTWARE	41
B190 APPLY STATISTICAL PACKAGE SOFTWARE	36
I764 DEVELOP COST FACTORS	36
I789 PERFORM COST RESEARCH	32
I773 EVALUATE COST ESTIMATES	32
I740 ANALYZE BUDGETS IN BASE-YEAR AND THEN-YEAR DOLLARS	32
A180 SAFEGUARD CLASSIFIED MATERIAL	32
I774 EVALUATE COST MODELS	27
B187 APPLY COMPUTER RETRIEVAL OR INQUIRY TECHNIQUES	27
C212 ANALYZE COST VARIANCES	27
A176 RESPOND TO HIGHER HEADQUARTERS INQUIRIES	27
C213 ANALYZE FINANCIAL DATA TO IDENTIFY TRENDS OR DEVIATIONS, SUCH AS EXCESSIVE EXPENDITURES	27
B188 APPLY COMPUTERIZED DATA-BASE MANAGEMENT SYSTEMS	23
I757 COLLECT INFORMATION TO DEVELOP COST OR MANAGEMENT INFORMATION DATA BASES	23
A58 DESIGN OR DEVELOP DATA BASES	23
A135 PLAN OR SCHEDULE SOCIAL FUNCTIONS	23
A78 DEVELOP POSITION PAPERS, POINT PAPERS, OR TALKING PAPERS	23

TABLE A23

GROUP ID NUMBER AND TITLE: GRP363, HEADQUARTERS COST ANALYSTS
 GROUP SIZE: 69 PERCENT OF SAMPLE: 3%
 NUMBER OF MILITARY: 31 NUMBER OF CIVILIANS: 38
 AVERAGE NUMBER TASKS PERFORMED: 66 AVERAGE NUMBER SUPERVISED: 1

THE FOLLOWING ARE IN DESCENDING ORDER OF PERCENT MEMBER PERFORMING:

TASKS	PERCENT MEMBERS PERFORMING
I748 APPLY COST MODELS	97
I763 DEVELOP COST ESTIMATES	94
I768 DOCUMENT ANALYSES AND STUDIES	94
B186 APPLY AUTOMATED SPREADSHEETS SOFTWARE	91
I764 DEVELOP COST FACTORS	86
I773 EVALUATE COST ESTIMATES	83
B192 APPLY WORD PROCESSING SOFTWARE	81
I789 PERFORM COST RESEARCH	81
I756 BRIEF RESULTS OF COST OF MANAGEMENT STUDIES AND ANALYSES	81
A28 ATTEND MEETINGS AND CONFERENCES	81
I757 COLLECT INFORMATION TO DEVELOP COST OR MANAGEMENT INFOR- MATION DATA BASES	80
I766 DEVELOP OR UPDATE COST ANALYSIS TOOLS (INFLATION INDICES, COST ESTIMATING RELATIONSHIPS (CER), ETC.)	80
I765 DEVELOP COST MODELS	78
I774 EVALUATE COST MODELS	77
I788 PERFORM COST OR MANAGEMENT STUDIES AND ANALYSES	75
B190 APPLY STATISTICAL PACKAGE SOFTWARE	75
A97 EVALUATE STATISTICAL METHODS	75
A116 OPERATE COPY MACHINES	75
C219 CALCULATE COST FACTORS	74
A78 DEVELOP POSITION PAPERS, POINT PAPERS, OR TALKING PAPERS	74
I775 EVALUATE COST OR MANAGEMENT ANALYSIS STUDIES	72
I816 RESPOND TO INQUIRIES ON COST AND MANAGEMENT ANALYSIS STUDIES AND ESTIMATES	71
I784 MAINTAIN COST AND MANAGEMENT ANALYSIS MODELS	67
B189 APPLY GRAPHICS SOFTWARE	67
A161 PREPARE TRAVEL VOUCHERS	67
C242 PARTICIPATE IN "WHAT IF" EXERCISES	65
C212 ANALYZE COST VARIANCES	65
I759 CONDUCT INDEPENDENT COST ANALYSES (ICA)	62
I793 PERFORM SUFFICIENCY REVIEWS OF COST ESTIMATES	62
B188 APPLY COMPUTERIZED DATA-BASE MANAGEMENT SYSTEMS	61

TABLE A24

GROUP ID NUMBER AND TITLE: GRP265, PROGRAM COST ANALYSTS
 GROUP SIZE: 27 PERCENT OF SAMPLE: 1.2%
 NUMBER OF MILITARY: 21 NUMBER OF CIVILIANS: 6
 AVERAGE NUMBER TASKS PERFORMED: 58 AVERAGE NUMBER SUPERVISED: 0

THE FOLLOWING ARE IN DESCENDING ORDER OF PERCENT MEMBER PERFORMING:

TASKS	PERCENT MEMBERS PERFORMING
C242 PARTICIPATE IN "WHAT IF" EXERCISES	100
I763 DEVELOP COST ESTIMATES	96
I742 ANALYZE COST EFFECTS OF PROGRAM CHANGES	93
A28 ATTEND MEETINGS AND CONFERENCES	89
I740 ANALYZE BUDGETS IN BASE-YEAR AND THEN-YEAR DOLLARS	89
B186 APPLY AUTOMATED SPREADSHEETS SOFTWARE	85
A116 OPERATE COPY MACHINES	81
A163 PREPARE, COORDINATE, OR JUSTIFY BUDGET ESTIMATES	74
I748 APPLY COST MODELS	74
I773 EVALUATE COST ESTIMATES	67
A176 RESPOND TO HIGHER HEADQUARTERS INQUIRIES	67
H661 APPLY INFLATION FACTORS TO BUDGET PROGRAM DATA	63
A77 DEVELOP POM INPUTS	63
C212 ANALYZE COST VARIANCES	63
I786 PARTICIPATE IN FACT FINDING OR COST RESEARCH VISITS TO CONTRACTORS	63
B192 APPLY WORD PROCESSING SOFTWARE	59
C224 COMPARE ACTUAL COST (EXPENSE) DATA TO BUDGET DATA	59
H662 ASSESS IMPACT OF CHANGES TO PRESIDENT'S BUDGET (PB)	56
H664 DEFEND BUDGET ESTIMATES	56
C239 EVALUATE THE IMPACT OF CONGRESSIONAL BUDGETARY ACTIONS	56
H654 ANALYZE FUNDING REQUIREMENTS	56
A175 RESPOND TO CONGRESSIONAL INQUIRIES	56
I764 DEVELOP COST FACTORS	56
C219 CALCULATE COST FACTORS	56
A16 ANALYZE PROGRAM MANAGEMENT DOCUMENTS (SON, PMP, PMD, ETC.)	56
C261 PROVIDE FINANCIAL INPUTS TO CONTRACTOR SOURCE SELECTIONS	52
I796 PREPARE CONTRACT DATA REQUIREMENTS LIST (CDRL) OR DATA ITEM DESCRIPTIONS (DID)	52
A161 PREPARE TRAVEL VOUCHERS	52
I768 DOCUMENT ANALYSES AND STUDIES	48
H709 PREPARE AND JUSTIFY BUDGET ESTIMATES	48

TABLE A25

GROUP ID NUMBER AND TITLE: GRP051, COST/SCHEDULE CONTROL SYSTEM CRITERIA PERSONNEL

GROUP SIZE: 31

PERCENT OF SAMPLE: 1.4%

NUMBER OF MILITARY: 22

NUMBER OF CIVILIANS: 9

AVERAGE NUMBER TASKS PERFORMED: 46

AVERAGE NUMBER SUPERVISED: 0

THE FOLLOWING ARE IN DESCENDING ORDER OF PERCENT MEMBER PERFORMING:

TASKS	PERCENT MEMBERS PERFORMING	
C212	ANALYZE COST VARIANCES	94
I771	EVALUATE C/SCSC	87
I787	PARTICIPATE ON C/CSCS REVIEW TEAMS	87
A28	ATTEND MEETINGS AND CONFERENCES	87
I770	ESTABLISH OR INTERPRET POLICIES FOR CONTRACTOR PERFORMANCE OF COST MEASUREMENT ACTIVITIES	81
C213	ANALYZE FINANCIAL DATA TO IDENTIFY TRENDS OR DEVIATIONS, SUCH AS EXCESSIVE EXPENDITURES	74
I782	EVALUATE PROGRAM OFFICE USE OF COST PERFORMANCE REPORTS (CPR) AND COST/SCHEDULE STATUS REPORTS	74
A13	ANALYZE PERFORMANCE DATA OR MANAGEMENT INDICATORS	65
A161	PREPARE TRAVEL VOUCHERS	65
A49	COORDINATE TDY TRIPS	65
I749	APPLY COST/SCHEDULE CONTROL SYSTEM CRITERIA (C/SCSC)	61
I823	VALIDATE CONTRACTORS PERFORMANCE ANALYSIS SYSTEMS	55
I769	ESTABLISH C/SCSC	55
A34	COORDINATE AND MAINTAIN SCHEDULES TO ARRANGE MEETINGS, CONFERENCES, TDY, ETC.	55
I811	PROVIDE POLICIES AND GUIDANCE CSCSC REVIEW TEAMS	52
I745	ANALYZE PERFORMANCE DATA OR MANAGEMENT INDICATORS	48
I821	REVIEW REQUESTS FOR PROPOSALS (RFP)	48
A153	PREPARE REPORTS OR OTHER CORRESPONDENCE	48
I786	PARTICIPATE IN FACT FINDING OR COST RESEARCH VISITS TO CONTRACTORS	48
B192	APPLY WORD PROCESSING SOFTWARE	48
C224	COMPARE ACTUAL COST (EXPENSE) DATA TO BUDGET DATA	45
B186	APPLY AUTOMATED SPREADSHEETS SOFTWARE	45
A116	OPERATE COPY MACHINES	45
C259	PROVIDE FINANCIAL ANALYSIS SUPPORT	42
I781	EVALUATE PROGRAM OFFICE PERFORMANCE MEASUREMENT PROCEDURES	42
A78	DEVELOP POSITION PAPERS, POINT PAPERS, OR TALKING PAPERS	42
A176	RESPOND TO HIGHER HEADQUARTERS INQUIRIES	42
I778	EVALUATE OR ASSIST IN THE DEVELOPMENT OF PROGRAM OR CONTRACT WORK BREAKDOWN STRUCTURES	39
D281	EVALUATE STATUS OF CONTRACTS	39

TABLE A26

GROUP ID NUMBER AND TITLE: GRP106, COMPUTER AND SYSTEMS ACCOUNTANTS CLUSTER
 GROUP SIZE: 118 PERCENT OF SAMPLE: 5.2%
 NUMBER OF MILITARY: 40 NUMBER OF CIVILIANS: 78
 AVERAGE NUMBER TASKS PERFORMED: 48 AVERAGE NUMBER SUPERVISED: 1

THE FOLLOWING ARE IN DESCENDING ORDER OF PERCENT MEMBER PERFORMING:

TASKS	PERCENT MEMBERS PERFORMING
B196 DETERMINE REQUIREMENTS FOR COMPUTER APPLICATIONS	86
A28 ATTEND MEETINGS AND CONFERENCES	86
B192 APPLY WORD PROCESSING SOFTWARE	80
A58 DESIGN OR DEVELOP DATA BASES	75
B195 DESIGN OR DEVELOP COMPUTER APPLICATIONS	73
B187 APPLY COMPUTER RETRIEVAL OR INQUIRY TECHNIQUES	73
B188 APPLY COMPUTERIZED DATA-BASE MANAGEMENT SYSTEMS	72
B186 APPLY AUTOMATED SPREADSHEETS SOFTWARE	67
A78 DEVELOP POSITION PAPERS, POINT PAPERS, OR TALKING PAPERS	67
A116 OPERATE COPY MACHINES	66
A153 PREPARE REPORTS OR OTHER CORRESPONDENCE	62
B189 APPLY GRAPHICS SOFTWARE	57
A30 BRIEF VISITORS	57
B185 ANALYZE RESULTS OF COMPUTER PROGRAM SYSTEMS TESTS	56
B203 EVALUATE EFFECTS OF NEW COMPUTER PROGRAMS OR CHANGES IN EXISTING PROGRAMS	55
B209 SERVE AS STAFF CONSULTANT OR COMPUTER PROGRAM DESIGN, IMPLEMENTATION, OR OPERATION	53
B194 DESIGN COMPUTER RETRIEVAL METHODS OR INQUIRY TECHNIQUES	53
A68 DEVELOP DIRECTIVES, REGULATIONS, OR OPERATING INSTRUCTIONS	53
A57 DESIGN AND DEVELOP INFORMATION SYSTEMS ARCHITECTURE	51
B197 DEVELOP APPLICATIONS FOR STANDARD COMPUTER SOFTWARE	50
A161 PREPARE TRAVEL VOUCHERS	50
B191 APPLY TELECOMMUNICATIONS TECHNIQUES	48
B205 PERFORM COMPUTER OPERATIONS TRAINING	47
A38 COORDINATE DIRECTIVES, REGULATIONS, OR OIs	47
B198 DEVELOP COMPUTER OPERATIONS TRAINING PACKAGES	45
A176 RESPOND TO HIGHER HEADQUARTERS INQUIRIES	44
A106 IMPLEMENT INFORMATION SYSTEMS ARCHITECTURE	43
A63 DETERMINE WORKLOAD PRIORITIES	42
B199 DEVELOP COMPUTER PROGRAM TEST CRITERIA	41
A32 CHAIR MEETINGS AND CONFERENCES (STAFF, CFC, ETC.)	37

TABLE A27

GROUP ID NUMBER AND TITLE: GRP450, COMPUTER COST AND MANAGEMENT ANALYSTS
 GROUP SIZE: 23 PERCENT OF SAMPLE: 1%
 NUMBER OF MILITARY: 10 NUMBER OF CIVILIANS: 13
 AVERAGE NUMBER TASKS PERFORMED: 35 AVERAGE NUMBER SUPERVISED: 0

THE FOLLOWING ARE IN DESCENDING ORDER OF PERCENT MEMBER PERFORMING:

TASKS	PERCENT MEMBERS PERFORMING
B192 APPLY WORD PROCESSING SOFTWARE	100
B186 APPLY AUTOMATED SPREADSHEETS SOFTWARE	96
B188 APPLY COMPUTERIZED DATA-BASE MANAGEMENT SYSTEMS	91
B189 APPLY GRAPHICS SOFTWARE	91
B195 DESIGN OR DEVELOP COMPUTER APPLICATIONS	87
B187 APPLY COMPUTER RETRIEVAL OR INQUIRY TECHNIQUES	87
A58 DESIGN OR DEVELOP DATA BASES	87
B196 DETERMINE REQUIREMENTS FOR COMPUTER APPLICATIONS	83
A28 ATTEND MEETINGS AND CONFERENCES	83
B191 APPLY TELECOMMUNICATIONS TECHNIQUES	74
B209 SERVE AS STAFF CONSULTANT OR COMPUTER PROGRAM DESIGN, IMPLEMENTATION, OR OPERATION	70
B197 DEVELOP APPLICATIONS FOR STANDARD COMPUTER SOFTWARE	70
B194 DESIGN COMPUTER RETRIEVAL METHODS OR INQUIRY TECHNIQUES	70
B205 PERFORM COMPUTER OPERATIONS TRAINING	70
A116 OPERATE COPY MACHINES	70
B200 DEVELOP COMPUTER SOFTWARE	61
B198 DEVELOP COMPUTER OPERATIONS TRAINING PACKAGES	61
B208 SERVE AS FOCAL POINT FOR COMPUTER SOFTWARE EXCHANGE	61
B185 ANALYZE RESULTS OF COMPUTER PROGRAM SYSTEMS TESTS	57
A106 IMPLEMENT INFORMATION SYSTEMS ARCHITECTURE	52
B203 EVALUATE EFFECTS OF NEW COMPUTER PROGRAMS OR CHANGES IN EXISTING PROGRAMS	52
A153 PREPARE REPORTS OR OTHER CORRESPONDENCE	52
A78 DEVELOP POSITION PAPERS, POINT PAPERS, OR TALKING PAPERS	52
A161 PREPARE TRAVEL VOUCHERS	48
A57 DESIGN AND DEVELOP INFORMATION SYSTEMS ARCHITECTURE	43
B206 PROVIDE ADVICE FOR CONFIGURATION OF COMPUTER NETWORKS	43
A180 SAFEGUARD CLASSIFIED MATERIAL	43
A30 BRIEF VISITORS	43
B190 APPLY STATISTICAL PACKAGE SOFTWARE	39
A176 RESPOND TO HIGHER HEADQUARTERS INQUIRIES	35

TABLE A28

GROUP ID NUMBER AND TITLE: GRP483, HEADQUARTERS PROGRAM ANALYSTS
 GROUP SIZE: 30 PERCENT OF SAMPLE: 1.3%
 NUMBER OF MILITARY: 11 NUMBER OF CIVILIANS: 19
 AVERAGE NUMBER TASKS PERFORMED: 71 AVERAGE NUMBER SUPERVISED: 0

THE FOLLOWING ARE IN DESCENDING ORDER OF PERCENT MEMBER PERFORMING:

TASKS	PERCENT MEMBERS PERFORMING
A58 DESIGN OR DEVELOP DATA BASES	100
A78 DEVELOP POSITION PAPERS, POINT PAPERS, OR TALKING PAPERS	100
B196 DETERMINE REQUIREMENTS FOR COMPUTER APPLICATIONS	97
A57 DESIGN AND DEVELOP INFORMATION SYSTEMS ARCHITECTURE	90
A28 ATTEND MEETINGS AND CONFERENCES	90
A30 BRIEF VISITORS	90
B203 EVALUATE EFFECTS OF NEW COMPUTER PROGRAMS OR CHANGES IN EXISTING PROGRAMS	87
B192 APPLY WORD PROCESSING SOFTWARE	87
B195 DESIGN OR DEVELOP COMPUTER APPLICATIONS	83
A63 DETERMINE WORKLOAD PRIORITIES	83
A106 IMPLEMENT INFORMATION SYSTEMS ARCHITECTURE	80
B188 APPLY COMPUTERIZED DATA-BASE MANAGEMENT SYSTEMS	80
A68 DEVELOP DIRECTIVES, REGULATIONS, OR OPERATING INSTRUCTIONS	80
A34 COORDINATE AND MAINTAIN SCHEDULES TO ARRANGE MEETINGS, CONFERENCES, TDY, ETC.	80
A116 OPERATE COPY MACHINES	80
A153 PREPARE REPORTS OR OTHER CORRESPONDENCE	77
A38 COORDINATE DIRECTIVES, REGULATIONS, OR OIs	77
B197 DEVELOP APPLICATIONS FOR STANDARD COMPUTER SOFTWARE	73
B187 APPLY COMPUTER RETRIEVAL OR INQUIRY TECHNIQUES	73
B186 APPLY AUTOMATED SPREADSHEETS SOFTWARE	73
B185 ANALYZE RESULTS OF COMPUTER PROGRAM SYSTEMS TESTS	73
A32 CHAIR MEETINGS AND CONFERENCES (STAFF, CFC, ETC.)	73
A161 PREPARE TRAVEL VOUCHERS	73
B209 SERVE AS STAFF CONSULTANT OR COMPUTER PROGRAM DESIGN, IMPLEMENTATION, OR OPERATION	70
A76 DEVELOP PLANS FOR NEW COMPTROLLER INITIATIVES (PERSONNEL, AUTOMATION, ORGANIZATION, ETC.)	70
B194 DESIGN COMPUTER RETRIEVAL METHODS OR INQUIRY TECHNIQUES	67
B198 DEVELOP COMPUTER OPERATIONS TRAINING PACKAGES	67
A176 RESPOND TO HIGHER HEADQUARTERS INQUIRIES	67
A75 DEVELOP PLANS FOR IMPLEMENTING ORGANIZATIONAL GOALS	67
B189 APPLY GRAPHICS SOFTWARE	63

TABLE A29

GROUP ID NUMBER AND TITLE: GRP119, SYSTEMS ACCOUNTANTS INDEPENDENT JOB TYPE
 GROUP SIZE: 28 PERCENT OF SAMPLE: 1.2%
 NUMBER OF MILITARY: 6 NUMBER OF CIVILIANS: 22
 AVERAGE NUMBER TASKS PERFORMED: 21 AVERAGE NUMBER SUPERVISED: 0

THE FOLLOWING ARE IN DESCENDING ORDER OF PERCENT MEMBER PERFORMING:

TASKS	PERCENT MEMBERS PERFORMING
B196 DETERMINE REQUIREMENTS FOR COMPUTER APPLICATIONS	89
A28 ATTEND MEETINGS AND CONFERENCES	82
B195 DESIGN OR DEVELOP COMPUTER APPLICATIONS	64
B185 ANALYZE RESULTS OF COMPUTER PROGRAM SYSTEMS TESTS	64
B187 APPLY COMPUTER RETRIEVAL OR INQUIRY TECHNIQUES	57
B203 EVALUATE EFFECTS OF NEW COMPUTER PROGRAMS OR CHANGES IN EXISTING PROGRAMS	57
B188 APPLY COMPUTERIZED DATA-BASE MANAGEMENT SYSTEMS	50
A58 DESIGN OR DEVELOP DATA BASES	46
B199 DEVELOP COMPUTER PROGRAM TEST CRITERIA	46
A68 DEVELOP DIRECTIVES, REGULATIONS, OR OPERATING INSTRU- CTIONS	46
A153 PREPARE REPORTS OR OTHER CORRESPONDENCE	46
B194 DESIGN COMPUTER RETRIEVAL METHODS OR INQUIRY TECHNIQUES	43
B192 APPLY WORD PROCESSING SOFTWARE	43
A116 OPERATE COPY MACHINES	43
B209 SERVE AS STAFF CONSULTANT OR COMPUTER PROGRAM DESIGN, IMPLEMENTATION, OR OPERATION	36
B202 EVALUATE DATA AUTOMATION PROPOSALS OR DATA PROJECT DIRECTIVES	36
A57 DESIGN AND DEVELOP INFORMATION SYSTEMS ARCHITECTURE	32
B205 PERFORM COMPUTER OPERATIONS TRAINING	29
B198 DEVELOP COMPUTER OPERATIONS TRAINING PACKAGES	29
A78 DEVELOP POSITION PAPERS, POINT PAPERS, OR TALKING PAPERS	29
A38 COORDINATE DIRECTIVES, REGULATIONS, OR OIs	29
B197 DEVELOP APPLICATIONS FOR STANDARD COMPUTER SOFTWARE	25
A106 IMPLEMENT INFORMATION SYSTEMS ARCHITECTURE	25
A179 REVIEW DOCUMENTATION FOR COMPLIANCE WITH LAWS OR DIREC- TIVES	25
A90 EVALUATE AIR FORCE SUGGESTION PROGRAM SUBMISSIONS OR OTHER SUGGESTIONS	25
A30 BRIEF VISITORS	25
B186 APPLY AUTOMATED SPREADSHEETS SOFTWARE	21
A176 RESPOND TO HIGHER HEADQUARTERS INQUIRIES	21
B207 SCHEDULE COMPUTER PROGRAM TESTS	18
B201 DEVELOP OR MAINTAIN INFORMATION SYSTEMS REQUIREMENT PLANS (ISRP)	18

TABLE A30

GROUP ID NUMBER AND TITLE: GRP058, TRAINERS/INSTRUCTORS INDEPENDENT JOB TYPE
 GROUP SIZE: 16 PERCENT OF SAMPLE: 0.7%
 NUMBER OF MILITARY: 16 NUMBER OF CIVILIANS: 0
 AVERAGE NUMBER TASKS PERFORMED: 60 AVERAGE NUMBER SUPERVISED: 2

THE FOLLOWING ARE IN DESCENDING ORDER OF PERCENT MEMBER PERFORMING:

TASKS	PERCENT MEMBERS PERFORMING
E326 ORGANIZE TRAINING RESOURCES (PERSONNEL, EQUIPMENT, ETC.)	94
E315 DEVELOP TRAINING MATERIALS (VISUAL AIDS, LITERATURE, ETC.)	94
A28 ATTEND MEETINGS AND CONFERENCES	94
E318 EVALUATE AND DOCUMENT PROGRESS OF TRAINEES (STUDENTS)	88
E311 DETERMINE STUDENT PERFORMANCE STANDARDS	88
E312 DETERMINE TRAINING REQUIREMENTS OR OBJECTIVES	88
A140 PREPARE ARTICLES FOR NEWSLETTERS, MAGAZINES, OR OTHER PUBLICATIONS	88
A30 BRIEF VISITORS	88
A116 OPERATE COPY MACHINES	88
E304 CONDUCT ACADEMIC TRAINING	81
E313 DEVELOP COURSE CONTROL DOCUMENTS (PLANS OF INSTRU- TION, COURSE CHARTS, LESSON PLANS, ETC.)	81
E302 ARRANGE FOR GUEST LECTURES OR STUDENT VISITS	81
E324 OPERATE TRAINING EQUIPMENT (PROJECTORS, COMPUTERS, ETC.)	81
E328 PARTICIPATE IN TRAINING CONFERENCES OR MEETINGS	81
E314 DEVELOP TEST QUESTIONS	81
E316 DIRECT INSTRUCTIONAL ACTIVITIES	75
E321 EVALUATE TRAINING CRITIQUES	75
E300 ADMINISTER TESTS	75
A34 COORDINATE AND MAINTAIN SCHEDULES TO ARRANGE MEETINGS, CONFERENCES, TDY, ETC.	75
B192 APPLY WORD PROCESSING SOFTWARE	69
A87 ESCORT VISITING DIGNITARIES	69
E301 ANALYZE AND REPORT TRENDS IN PROFICIENCY OR TRAINING DEFICIENCIES	69
E323 MAINTAIN TRAINING RECORDS	63
E322 GRADUATE STUDENTS (PREPARE REPORTS, PRESENT CERTIFI- CATES, ETC.)	63
E308 COORDINATE WITH LOCAL OR BASE AGENCIES TO OBTAIN TRAIN- ING AIDS, SPACE, EQUIPMENT, ETC.	63
A32 CHAIR MEETINGS AND CONFERENCES (STAFF, CFC, ETC.)	63
A161 PREPARE TRAVEL VOUCHERS	63
E325 ORGANIZE OR LEAD EDUCATION OR TRAINING FIELD TRIPS	56
E310 CRITIQUE INSTRUCTIONAL PRESENTATIONS	56

TABLE A31

GROUP ID NUMBER AND TITLE: GRP028, HEADQUARTERS PERSONNEL CLUSTER
 GROUP SIZE: 123 PERCENT OF SAMPLE: 5.4%
 NUMBER OF MILITARY: 58 NUMBER OF CIVILIANS: 65
 AVERAGE NUMBER TASKS PERFORMED: 35 AVERAGE NUMBER SUPERVISED: 0

THE FOLLOWING ARE IN DESCENDING ORDER OF PERCENT MEMBER PERFORMING:

TASKS	PERCENT MEMBERS PERFORMING
A28 ATTEND MEETINGS AND CONFERENCES	85
A116 OPERATE COPY MACHINES	70
A78 DEVELOP POSITION PAPERS, POINT PAPERS, OR TALKING PAPERS	68
A153 PREPARE REPORTS OR OTHER CORRESPONDENCE	67
A38 COORDINATE DIRECTIVES, REGULATIONS, OR OIs	50
A11 ANALYZE AUDIT, INSPECTION, INTERNAL, OR EXTERNAL REVIEW FINDINGS OR RECOMMENDATIONS	46
A176 RESPOND TO HIGHER HEADQUARTERS INQUIRIES	46
A68 DEVELOP DIRECTIVES, REGULATIONS, OR OPERATING INSTRUCTIONS	44
A30 BRIEF VISITORS	42
A161 PREPARE TRAVEL VOUCHERS	41
A140 PREPARE ARTICLES FOR NEWSLETTERS, MAGAZINES, OR OTHER PUBLICATIONS	40
A34 COORDINATE AND MAINTAIN SCHEDULES TO ARRANGE MEETINGS, CONFERENCES, TDY, ETC.	37
B192 APPLY WORD PROCESSING SOFTWARE	37
A13 ANALYZE PERFORMANCE DATA OR MANAGEMENT INDICATORS	36
A60 DETERMINE DISTRIBUTION REQUIREMENTS FOR REPORTS OR OTHER CORRESPONDENCE	34
A74 DEVELOP OR UPDATE SELF-INSPECTION CHECKLISTS	33
A180 SAFEGUARD CLASSIFIED MATERIAL	33
A42 COORDINATE MANAGEMENT RESPONSES TO AUDIT, INSPECTION, OR OTHER EXTERNAL REVIEW FINDINGS OR RECOMMENDATIONS	32
A63 DETERMINE WORKLOAD PRIORITIES	29
A135 PLAN OR SCHEDULE SOCIAL FUNCTIONS	28
A48 COORDINATE STAFF STUDIES OR REVIEWS	28
B186 APPLY AUTOMATED SPREADSHEETS SOFTWARE	28
A173 REQUEST GUIDANCE FROM HIGHER HEADQUARTERS	28
A183 TRACK STATUS OF AUDITS OR INSPECTIONS	26
B188 APPLY COMPUTERIZED DATA-BASE MANAGEMENT SYSTEMS	26
A158 PREPARE STAFF STUDIES OR REVIEWS	25
A89 ESTABLISH, TRACK, AND REPORT STATUS OR MANAGEMENT INDICATORS	25
A83 DRAFT MANAGEMENT RESPONSES TO AUDIT, INSPECTION, INTERNAL, OR EXTERNAL REVIEW FINDING OR RECOMMENDATIONS	24
A155 PREPARE RESPONSES TO AUDIT, INSPECTION, INTERNAL, OR EXTERNAL REVIEW FINDINGS OR RECOMMENDATIONS	23

TABLE A32

GROUP ID NUMBER AND TITLE: GRP052, PLANS AND PROGRAMS/EXECUTIVE OFFICERS
 GROUP SIZE: 25 PERCENT OF SAMPLE: 1.1%
 NUMBER OF MILITARY: 20 NUMBER OF CIVILIANS: 5
 AVERAGE NUMBER TASKS PERFORMED: 41 AVERAGE NUMBER SUPERVISED: 1

THE FOLLOWING ARE IN DESCENDING ORDER OF PERCENT MEMBER PERFORMING:

TASKS	PERCENT MEMBERS PERFORMING
A28 ATTEND MEETINGS AND CONFERENCES	84
A116 OPERATE COPY MACHINES	80
A78 DEVELOP POSITION PAPERS, POINT PAPERS, OR TALKING PAPERS	68
A180 SAFEGUARD CLASSIFIED MATERIAL	68
A34 COORDINATE AND MAINTAIN SCHEDULES TO ARRANGE MEETINGS, CONFERENCES, TDY, ETC.	64
A68 DEVELOP DIRECTIVES, REGULATIONS, OR OPERATING INSTRU- CTIONS	64
A63 DETERMINE WORKLOAD PRIORITIES	60
A38 COORDINATE DIRECTIVES, REGULATIONS, OR OIs	60
A135 PLAN OR SCHEDULE SOCIAL FUNCTIONS	60
A36 COORDINATE COMPTROLLER ANNEXES TO PLANNING DOCUMENTS	56
A37 COORDINATE CONTINGENCY PLANS	56
A161 PREPARE TRAVEL VOUCHERS	56
A65 DEVELOP COMPTROLLER CONTINGENCY PLANS	52
A103 HOST CONFERENCES	52
A19 APPROVE LEAVE SCHEDULES	52
A142 PREPARE COMPTROLLER ANNEXES TO PLANNING DOCUMENTS	48
B192 APPLY WORD PROCESSING SOFTWARE	48
A30 BRIEF VISITORS	48
A32 CHAIR MEETINGS AND CONFERENCES (STAFF, CFC, ETC.)	44
C251 PREPARE COMPTROLLER ANNEXES TO PLANNING DOCUMENTS	44
A49 COORDINATE TDY TRIPS	44
A96 EVALUATE OFFICE ADMINISTRATIVE PROCEDURES	44
A139 PREPARE APRs	44
A91 EVALUATE CONTINGENCY PLANS	44
A147 PREPARE NOMINATIONS FOR AWARDS OR DECORATIONS	44
A60 DETERMINE DISTRIBUTION REQUIREMENTS FOR REPORTS OR OTHER CORRESPONDENCE	44
A162 PREPARE TRIPBOOKS FOR DIGNITARIES	44
A153 PREPARE REPORTS OR OTHER CORRESPONDENCE	40
A66 DEVELOP COMPTROLLER LONG-RANGE PLANS AND STRATEGIES	40
A48 COORDINATE STAFF STUDIES OR REVIEWS	40

TABLE A33

GROUP ID NUMBER AND TITLE: GRP256, INSPECTORS

GROUP SIZE: 5

PERCENT OF SAMPLE: 0.2%

NUMBER OF MILITARY: 5

NUMBER OF CIVILIANS: 0

AVERAGE NUMBER TASKS PERFORMED: 49

AVERAGE NUMBER SUPERVISED: 0

THE FOLLOWING ARE IN DESCENDING ORDER OF PERCENT MEMBER PERFORMING:

TASKS	PERCENT MEMBERS PERFORMING
A128 PERFORM INSPECTIONS	100
A28 ATTEND MEETINGS AND CONFERENCES	100
C213 ANALYZE FINANCIAL DATA TO IDENTIFY TRENDS OR DEVIATIONS, SUCH AS EXCESSIVE EXPENDITURES	100
A161 PREPARE TRAVEL VOUCHERS	100
A179 REVIEW DOCUMENTATION FOR COMPLIANCE WITH LAWS OR DIREC- TIVES	80
C241 INTERPRET FINANCIAL POLICIES AND GUIDANCE	80
A34 COORDINATE AND MAINTAIN SCHEDULES TO ARRANGE MEETINGS, CONFERENCES, TDY, ETC.	80
A11 ANALYZE AUDIT, INSPECTION, INTERNAL, OR EXTERNAL REVIEW FINDINGS OR RECOMMENDATIONS	80
A52 COORDINATE WITH INSPECTION OR AUDIT TEAMS	80
C224 COMPARE ACTUAL COST (EXPENSE) DATA TO BUDGET DATA	80
H692 EVALUATE DOCUMENTATION FOR BUDGET JUSTIFICATIONS	80
A49 COORDINATE TDY TRIPS	80
A92 EVALUATE CROSS-UTILIZATION PROGRAMS	80
A116 OPERATE COPY MACHINES	80
A74 DEVELOP OR UPDATE SELF-INSPECTION CHECKLISTS	80
A135 PLAN OR SCHEDULE SOCIAL FUNCTIONS	80
A99 EVALUATE SUBORDINATE UNITS	60
I775 EVALUATE COST OR MANAGEMENT ANALYSIS STUDIES	60
A42 COORDINATE MANAGEMENT RESPONSES TO AUDIT, INSPECTION, OR OTHER EXTERNAL REVIEW FINDINGS OR RECOMMENDATIONS	60
A153 PREPARE REPORTS OR OTHER CORRESPONDENCE	60
A104 IDENTIFY ACTION ITEMS FOR CROSSFEED INTO AUDIT OR OTHER PROGRAMS	60
H693 EVALUATE FISCAL YEAR CLOSEOUT INSTRUCTIONS	60
A96 EVALUATE OFFICE ADMINISTRATIVE PROCEDURES	60
H694 EVALUATE FORECASTS FOR COMMITMENTS, OBLIGATIONS, REIMBURSEMENTS, EXPENDITURES, AND COLLECTIONS	60
H658 ANALYZE PROGRAMS TO DETERMINE STATUS OF FUNDS	60
H173 REQUEST GUIDANCE FROM HIGHER HEADQUARTERS	60
A94 EVALUATE FRAUD, WASTE, AND ABUSE REPORTS	60
H659 ANALYZE REIMBURSEMENTS	60
C238 EVALUATE STATISTICAL SAMPLING METHODS	60
C214 APPLY STATISTICAL SAMPLING METHODS	60

TABLE A34

GROUP ID NUMBER AND TITLE: GRP070, AUDITOR CLUSTER
 GROUP SIZE: 430 PERCENT OF SAMPLE: 19%
 NUMBER OF MILITARY: 157 NUMBER OF CIVILIANS: 273
 AVERAGE NUMBER TASKS PERFORMED: 87 AVERAGE NUMBER SUPERVISED: 1

THE FOLLOWING ARE IN DESCENDING ORDER OF PERCENT MEMBER PERFORMING:

TASKS	PERCENT MEMBERS PERFORMING
G551 DISCUSS AUDIT FINDINGS AND RECOMMENDATIONS WITH MANAGE- MENT	96
G544 DETERMINE OBJECTIVES FOR SURVEYS AND AUDITS	87
G546 DETERMINE ROOT CAUSES OF DISCREPANT CONDITIONS	87
G552 DOCUMENT AUDIT DISCUSSIONS	86
G543 DESIGN STEPS TO ACHIEVE AUDIT OR AUDIT SURVEY OBJECTIVES	81
G597 PREPARE AUDIT REPORTS	79
G619 RECOMMEND SOLUTIONS TO ADDRESS CAUSES AND ELIMINATE DISCREPANT CONDITIONS	77
G573 INTERVIEW PERSONNEL TO OBTAIN AUDIT INFORMATION	75
G613 PREPARE WORKING PAPER RECORDS OF AUDITS	75
G596 PREPARE AUDIT REPORT OUTLINES	75
G598 PREPARE AUDIT SURVEY AND AUDIT ANNOUNCEMENT LETTERS	75
A28 ATTEND MEETINGS AND CONFERENCES	73
G584 PERFORM "COLD READER TEST" ON AUDIT REPORTS	73
G564 EVALUATE MANAGEMENT RESPONSES TO DRAFT REPORTS OF AUDIT	72
G525 ANALYZE RESULTS OF AUDIT APPLICATIONS	72
G545 DETERMINE RESOURCE REQUIREMENTS OF AUDIT PROJECTS	71
A161 PREPARE TRAVEL VOUCHERS	71
G642 SAFEGUARD PRIVILEGED AUDIT INFORMATION	67
G607 PREPARE POTENTIAL MONETARY BENEFIT STATEMENTS	64
G560 EVALUATE SURVEY RESULTS	63
G631 REVIEW DIRECTIVES AND REGULATIONS OF AUDITED ENTITIES	63
G540 COORDINATE CHANGES TO DRAFT AUDIT REPORTS	63
G624 RESOLVE MANAGEMENT DISAGREEMENTS WITH AUDIT FINDINGS AND RECOMMENDATIONS	63
G520 ADVISE COMMANDERS OF SCHEDULED AUDITS	62
A116 OPERATE COPY MACHINES	61
G588 PREPARE AFPA FORMS 305 (INDIVIDUAL RESOURCE EXPENDI- TURE WORKSHEET)	60
G638 REVIEW RECORDS TO OBTAIN AUDIT INFORMATION	60
C214 APPLY STATISTICAL SAMPLING METHODS	59
G521 ADVISE COMMANDERS ON AUDIT-RELATED MATTERS	59
A153 PREPARE REPORTS OF OTHER CORRESPONDENCE	59

TABLE A35

GROUP ID NUMBER AND TITLE: GRP851, AUDITOR/AUDIT TEAM LEADERS
 GROUP SIZE: 157 PERCENT OF SAMPLE: 6.9%
 NUMBER OF MILITARY: 57 NUMBER OF CIVILIANS: 100
 AVERAGE NUMBER TASKS PERFORMED: 87 AVERAGE NUMBER SUPERVISED: 0

THE FOLLOWING ARE IN DESCENDING ORDER OF PERCENT MEMBER PERFORMING:

TASKS	PERCENT MEMBERS PERFORMING
G546 DETERMINE ROOT CAUSES OF DISCREPANT CONDITIONS	99
G597 PREPARE AUDIT REPORTS	99
G552 DOCUMENT AUDIT DISCUSSIONS	99
G551 DISCUSS AUDIT FINDINGS AND RECOMMENDATIONS WITH MANAGE MENT	98
G596 PREPARE AUDIT REPORT OUTLINES	97
G613 PREPARE WORKING PAPER RECORDS OF AUDITS	96
G543 DESIGN STEPS TO ACHIEVE AUDIT OR AUDIT SURVEY OBJECTIVES	96
G544 DETERMINE OBJECTIVES FOR SURVEYS AND AUDITS	92
G573 INTERVIEW PERSONNEL TO OBTAIN AUDIT INFORMATION	89
G619 RECOMMEND SOLUTIONS TO ADDRESS CAUSES AND ELIMINATE DISCREPANT CONDITIONS	89
G598 PREPARE AUDIT SURVEY AND AUDIT ANNOUNCEMENT LETTERS	89
G584 PERFORM "COLD READER TEST" ON AUDIT REPORTS	87
G607 PREPARE POTENTIAL MONETARY BENEFIT STATEMENTS	81
G604 PREPARE LETTERS OF MINOR FINDINGS	80
G550 DIRECT, AS AUDITOR IN CHARGE (AIC), THE WORK OF OTHER AUDITORS	71
G638 REVIEW RECORDS TO OBTAIN AUDIT INFORMATION	71
C214 APPLY STATISTICAL SAMPLING METHODS	69
G631 REVIEW DIRECTIVES AND REGULATIONS OF AUDITED ENTITIES	69
G523 ADVISE LOCAL AFOSI OF AUDITS	68
G642 SAFEGUARD PRIVILEGED AUDIT INFORMATION	66
G564 EVALUATE MANAGEMENT RESPONSES TO DRAFT REPORTS OF AUDIT	62
A116 OPERATE COPY MACHINES	62
C246 PERFORM INDEPENDENT CASH VERIFICATIONS	61
A28 ATTEND MEETINGS AND CONFERENCES	60
G520 ADVISE COMMANDERS OF SCHEDULED AUDITS	59
A161 PREPARE TRAVEL VOUCHERS	59
G588 PREPARE AFAM FORMS 305 (INDIVIDUAL RESOURCE EXPENDI- TURE WORKSHEET)	58
G545 DETERMINE RESOURCE REQUIREMENTS OF AUDIT PROJECTS	57
G569 EVALUATE SURVEY RESULTS	55
G574 ASSIST AUDIT MANAGERS IN RESOLVING AUDIT PROBLEMS	55

TABLE A36

GROUP ID NUMBER AND TITLE: GRF500, AUDIT MANAGERS/AREA OFFICE AUDITORS
 GROUP SIZE: 110 PERCENT OF SAMPLE: 4.8%
 NUMBER OF MILITARY: 35 NUMBER OF CIVILIANS: 75
 AVERAGE NUMBER TASKS PERFORMED: 98 AVERAGE NUMBER SUPERVISED: 0

THE FOLLOWING ARE IN DESCENDING ORDER OF PERCENT MEMBER PERFORMING:

TASKS	PERCENT MEMBERS PERFORMING
G552 DOCUMENT AUDIT DISCUSSIONS	100
G551 DISCUSS AUDIT FINDINGS AND RECOMMENDATIONS WITH MANAGE- MENT	99
G546 DETERMINE ROOT CAUSES OF DISCREPANT CONDITIONS	98
G544 DETERMINE OBJECTIVES FOR SURVEYS AND AUDITS	98
G543 DESIGN STEPS TO ACHIEVE AUDIT OR AUDIT SURVEY OBJEC- TIVES	96
G596 PREPARE AUDIT REPORT OUTLINES	96
G597 PREPARE AUDIT REPORTS	95
G613 PREPARE WORKING PAPER RECORDS OF AUDITS	94
G598 PREPARE AUDIT SURVEY AND AUDIT ANNOUNCEMENT LETTERS	92
G573 INTERVIEW PERSONNEL TO OBTAIN AUDIT INFORMATION	91
G545 DETERMINE RESOURCE REQUIREMENTS OF AUDIT PROJECTS	91
G619 RECOMMEND SOLUTIONS TO ADDRESS CAUSES AND ELIMINATE DISCREPANT CONDITIONS	90
G525 ANALYZE RESULTS OF AUDIT APPLICATIONS	88
G564 EVALUATE MANAGEMENT RESPONSES TO DRAFT REPORTS OF AUDIT	82
G607 PREPARE POTENTIAL MONETARY BENEFIT STATEMENTS	82
A161 PREPARE TRAVEL VOUCHERS	78
G594 PREPARE AUDIT PROJECT FILES	77
G642 SAFEGUARD PRIVILEGED AUDIT INFORMATION	76
A28 ATTEND MEETINGS AND CONFERENCES	75
G631 REVIEW DIRECTIVES AND REGULATIONS OF AUDITED ENTITIES	75
G638 REVIEW RECORDS TO OBTAIN AUDIT INFORMATION	73
G540 COORDINATE CHANGES TO DRAFT AUDIT REPORTS	73
A11 ANALYZE AUDIT, INSPECTION, INTERNAL, OR EXTERNAL REVIEW FINDINGS OR RECOMMENDATIONS	73
G569 EVALUATE SURVEY RESULTS	71
C214 APPLY STATISTICAL SAMPLING METHODS	71
G585 PERFORM CIA RESEARCH	70
G584 PERFORM "RED-REDER TEST" ON AUDIT REPORTS	69
G609 PREPARE RECOMMENDATIONS TO AUDIT REPORT NONCONCURRENCES	69
G588 PREPARE AREA FORM 305 - ANNUAL RESOURCE EXPENDITURE WORKSHEET	66
A153 PREPARE REPORTS ON OTHER CONCURRENCES	66

TABLE A37

GROUP ID NUMBER AND TITLE: GRP285, JUNIOR AREA OFFICE AUDITORS
 GROUP SIZE: 12 PERCENT OF SAMPLE: 0.53%
 NUMBER OF MILITARY: 4 NUMBER OF CIVILIANS: 8
 AVERAGE NUMBER TASKS PERFORMED: 25 AVERAGE NUMBER SUPERVISED: 1

THE FOLLOWING ARE IN DESCENDING ORDER OF PERCENT MEMBER PERFORMING:

TASKS	PERCENT MEMBERS PERFORMING
G551 DISCUSS AUDIT FINDINGS AND RECOMMENDATIONS WITH MANAGEMENT	100
G552 DOCUMENT AUDIT DISCUSSIONS	92
G613 PREPARE WORKING PAPER RECORDS OF AUDITS	83
G546 DETERMINE ROOT CAUSES OF DISCREPANT CONDITIONS	83
G597 PREPARE AUDIT REPORTS	83
G596 PREPARE AUDIT REPORT OUTLINES	67
G584 PERFORM "COLD READER TEST" ON AUDIT REPORTS	67
A161 PREPARE TRAVEL VOUCHERS	67
G544 DETERMINE OBJECTIVES FOR SURVEYS AND AUDITS	58
G598 PREPARE AUDIT SURVEY AND AUDIT ANNOUNCEMENT LETTERS	50
G214 APPLY STATISTICAL SAMPLING METHODS	50
G543 DESIGN STEPS TO ACHIEVE AUDIT OR AUDIT SURVEY OBJECTIVES	42
G631 REVIEW DIRECTIVES AND REGULATIONS OF AUDITED ENTITIES	42
G619 RECOMMEND SOLUTIONS TO ADDRESS CAUSES AND ELIMINATE DISCREPANT CONDITIONS	42
A116 OPERATE COPY MACHINES	42
G534 ASSIST AUDIT MANAGERS IN RESOLVING AUDIT PROBLEMS	42
G604 PREPARE LETTERS OF MINOR FINDINGS	42
A45 COORDINATE OR PROPOSE PROSPECTIVE AUDIT ISSUES	42
G573 INTERVIEW PERSONNEL TO OBTAIN AUDIT INFORMATION	33
G638 REVIEW RECORDS TO OBTAIN AUDIT INFORMATION	33
A153 PREPARE REPORTS OR OTHER CORRESPONDENCE	33
G607 PREPARE POTENTIAL MONETARY BENEFIT STATEMENTS	33
G594 PREPARE AUDIT PROJECT FILES	25
G624 RESOLVE MANAGEMENT DISAGREEMENTS WITH AUDIT FINDINGS AND RECOMMENDATIONS	25
G226 CONDUCT INVESTIGATIONS OF FINANCIAL IRREGULARITIES	25
A22 ATTEND MEETINGS AND CONFERENCES	25
A62 DETERMINE SUPPLY AND EQUIPMENT REQUIREMENTS	25
G620 RELEASE AUDIT REPORTS TO MANAGEMENT FOR COMMENTS	25
A180 SAFEGUARD CLASSIFIED MATERIAL	25
G510 ADVISE COMMANDERS OF SCHEDULED AUDITS	25

TABLE A38

GROUP ID NUMBER AND TITLE: GRP177, SENIOR AUDIT SUPERVISORS
 GROUP SIZE: 122 PERCENT OF SAMPLE: 5.4%
 NUMBER OF MILITARY: 49 NUMBER OF CIVILIANS: 73
 AVERAGE NUMBER TASKS PERFORMED: 133 AVERAGE NUMBER SUPERVISED: 5

THE FOLLOWING ARE IN DESCENDING ORDER OF PERCENT MEMBER PERFORMING:

TASKS	PERCENT MEMBERS PERFORMING
A28 ATTEND MEETINGS AND CONFERENCES	97
G626 REVIEW AND EDIT DRAFT AUDIT REPORTS	95
A137 PREPARE ANNUAL CIVILIAN PERFORMANCE APPRAISALS	94
A19 APPROVE LEAVE SCHEDULES	93
G540 COORDINATE CHANGES TO DRAFT AUDIT REPORTS	92
G551 DISCUSS AUDIT FINDINGS AND RECOMMENDATIONS WITH MANAGE- MENT	91
G525 ANALYZE RESULTS OF AUDIT APPLICATIONS	89
A63 DETERMINE WORKLOAD PRIORITIES	89
G564 EVALUATE MANAGEMENT RESPONSES TO DRAFT REPORTS OF AUDIT	88
G637 REVIEW POTENTIAL MONETARY BENEFIT STATEMENTS	88
G571 INTERVIEW AUDIT STAFF MEMBERS TO MAINTAIN CURRENCY ON PROJECT STATUS	87
G537 CONDUCT BRAINSTORMING SESSIONS TO ASSESS AUDIT AREAS	86
A161 PREPARE TRAVEL VOUCHERS	86
A31 CERTIFY CIVILIAN TIMECARDS	86
G538 COORDINATE AUDIT PROJECTS	86
A55 COUNSEL PERSONNEL ON MILITARY, CAREER, OR PERSONAL MATTERS	86
A148 PREPARE OERS	86
G624 RESOLVE MANAGEMENT DISAGREEMENTS WITH AUDIT FINDINGS AND RECOMMENDATIONS	86
G532 APPROVE STEPS OF AUDIT SURVEYS AND PROGRAMS	86
A54 COUNSEL PERSONNEL CONCERNING PERFORMANCE DEFICIENCIES OR DISCIPLINARY ACTIONS	86
G534 ASSIST AUDIT MANAGERS IN RESOLVING AUDIT PROBLEMS	86
A82 DOCUMENT EMPLOYEE PERFORMANCE DEFICIENCIES	86
G569 EVALUATE SURVEY RESULTS	86
G555 ESTABLISH OR MONITOR SCHEDULES FOR REPORTS	86
G577 MEET WITH COMMANDER AND STAFF ON AUDIT TOPICS	86
A45 COORDINATE WITH STAFF	86
A147 PREPARE NOMINATIONS	86
A49 COORDINATE WITH STAFF	86
A115 NOMINATE PERSONNEL	86
A25 ASSIGN	86